

Eastern Ontario Outaouais Regional Council
Meeting of the Executive
Thursday, June 13, 2024 – 9 a.m.

Living Call Statement of the Regional Council

The Eastern Ontario Outaouais Regional Council seeks to support and strengthen the ministries of its Communities of Faith as well as the ministry of all God's people, staff and lay leadership within those communities.

As we seek to carry out this ministry, we will be intentional about how we fully include all in Christ's love and service. This means that in our work as a Regional Council we will actively seek equity for, and participation from, the full diversity of God's Creation; seeking racial justice, identifying and undermining colonialism, celebrating all sexual orientations, gender identities and expressions, valuing linguistic and cultural diversity, seeking to include all who face challenges with their mental and physical health or social and economic circumstances.

We will carry out our ministry with people in all seasons of life as we honour our relationship with Indigenous Peoples and nurture ecological justice. We will work to effectively and respectfully communicate with one another so that no one is left behind.

IN ATTENDANCE

Rev. Susan DeHaan	President
Susan Hutton, DLM	Past-President
Jim Allen	Member
Gayle Barks	Member
Rev. Nancy Best	Member (New)
Nancy Hazen	Member
Rev. Darren Liepold	Member, Interim Executive Minister
Micheline Montreuil, DM	Member (New)
Catherine Ryan	Member
Sue Smarkala	Member (New)
Joel Miller	Program Assistant to Executive Minister, Recording Secretary
Rev. Whit Strong	Corresponding Member, Pastoral Relations Minister

REGRETS/ABSENT

Rev. Cindy Casey	President-Elect
Liz Church	Member
Rev. Ryan Kim	Member
Rev. Erin McIntyre	Member
Rev. Éric Hébert-Daly	Active Member, Executive Minister (on sabbatical)

This meeting considers the location and time of the executive meeting being held in September; receives an update re EOORC contribution to lease at Summerlea United Church; considers a possible venue for hosting the centennial anniversary of The United Church of Canada; considers the future of Camp Awesome; receives the minutes of the Pastoral Relations Commission for May 21, 2024; receives a status report on the strategic plan for the month of May 2024; receives a wrap-up report of the AGM from the General Meeting/Education Event Planning Leadership Team; receives a preliminary report of AGM costs from the Regional Council Treasurers; reviews the rules of order and procedures to be adopted during general meetings; Considers recommendations and information from the Future Through Property Leadership Team regards Rothwell United Church, North Augusta United Church, Pendleton United Church and Bristol Pastoral Charge; sets a submission deadline for receiving GC45 Proposals; considers establishing a proposals committee; discusses the nomination process for GC 45 Commissioner; considers

data received from Fertile Soil Maps; considers a proposal for establishing a Ministry Personnel Support Leadership Team; receives a recommendation from the Vision and Transformation Leadership Team, receives recommendations from the Nominations Leadership Team; and considers contributing to the moving costs of a Pastoral Charge.

Land Acknowledgement & Opening Devotions – Gayle Barks acknowledged the Algonquin Nation and their territory in which the regional council resides. Gayle remembered the regional council's annual general meeting, which took place two weeks ago, in particular, presentation that shared all the history of The United Church of Canada that has transpired over the past 100 years. Gayle shared a Maya Angelou prayer to close out this time of devotion and acknowledgement.

Circle time for sharing and recognizing God's Blessings during the month – All were invited to introduce themselves.

Call to Order – Rev. Susan DeHaan, President called the meeting to order at 9:25 AM.

“In the name of the Lord Jesus Christ, the only sovereign head of the Church, and by the authority of the Eastern Ontario Outaouais Regional Council of the United Church of Canada, I hereby declare this Executive meeting duly constituted and to be in session for conducting the business which will properly come before it.”

A Time of Prayer for Communities of Faith – Rev. Susan DeHaan; prayers for the following United Churches: Chinese, Southminster, Kanata, North Augusta and Mallorytown.

Prayer requests for Pastoral Charges in Eastern Ontario Outaouais Regional Council are being shared through the following website. <https://www.prayercycles.ca/easternontariooutaouais>

Appointment of an Equity Monitor for this Meeting

2024-06-13_001 MOTION (M. Montreuil/S. Hutton) That the Eastern Ontario Outaouais Regional Council Executive appoints Cathy Ryan as Equity Monitor for this meeting. **CARRIED**

Minutes of May 9, 2024

2024-06-13_002 MOTION (G. Barks/J. Allen) that the Eastern Ontario Outaouais Regional Council Executive accepts the minutes of May 9, 2024, as circulated. **CARRIED**

Corresponding Members

2024-06-13_003 MOTION (S. Hutton/S. Smarkala) that the Eastern Ontario Outaouais Regional Council Executive make Rev. Darren Liepold, Interim Executive Minister (June-July 2024), and Rev. Dan Hayward, Interim Executive Minister (August-September 2024) corresponding members for the purposes of this meeting. **CARRIED**

Business Arising

- a) **September 12, 2024 Executive meeting in person (location to be determined)** – Portland United Church (Zoom) (10 AM-2 PM)
- b) **Nakonha:ka Office Space (update)** (*see section correspondence g*)
- c) **Centennial Anniversary / AGM in 2025** (*see correspondence d*) – Suggested to hold a tent-event (fairgrounds in Perth, ON). It was also suggested to hold a meeting during business days (not held specifically on weekend). Use of historic sites into the centennial anniversary. Collaboration between regional councils (dates can't be on same days). ECORC May 23-24/Nakonha:ka/June 6-7/ EOORC May 30-3: Correspondence g referred to Planning Team.
- d) **Camp Awesome - What to do as the three-year test period is coming to an end**

(10:30 AM) Order of the Day - Break– 10 mins

(11 AM) Order of the Day - Fertile Soil Maps (Making Sense of the Data) – See section 6**Agenda**

2024-03-13_004 MOTION (N. Hazen/N. Best) that the Eastern Ontario Outaouais Regional Council Executive accepts the agenda as amended: 1. Addition of recommendations from the Nominations Leadership Team; 2. Addition of correspondence s – x, hh, ii. **CARRIED**

Correspondence In

- a) April 26, 2024, Phil Dawes, Council Chair, Manotick United Church, re constitutional changes (*for information*);
- b) April 27, 2024, Rev. Kathryn Sarjeant-Powell, St. Andrew's United Church (Toledo) re Request for assistance (*for information*);
- c) May 8, 2024, copied on a letter from Allan Wilson to Karie L. Draper, Manager, Policy and Procedures Development, Bereavement Authority of Ontario, re Request to relinquish Easton's Corners cemetery (*for information*);
- d) May 8, 2024, Rev. Andrew Love, Minister, Dominion-Chalmers United Church, re use of church space for Centennial (*for information*);
- e) May 9, 2024, David Lee, re request for space on the agenda to discuss artificial intelligence companions (*for action under section 4c*);
- f) May 10, 2024, Susan Jackson, Information and Statistics Coordinator, The United Church of Canada, re Pastoral Charges that have not yet submitted their 2023 Statistical Forms – deadline is June 3rd (*for information*);
- g) May 21, 2024, Marc Grenon, President, Nakonha:ka Regional Council, re Acceptance of proposal that EOORC contribute towards lease at Summerlea United church until January 1, 2025 (*for information*);
- h) May 27, 2024, Beth Baskin, Network Coordinator, Identity and Mission, The United Church of Canada, re Barrhaven and Knox Nepean United Churches participating in the Wait is this Racist? Learning Community (*for information*);
- i) May 27, 2024, copied on a letter from Bev Oag, Program Coordinator, Duty of Care and Incorporated Ministries, to Cindy Harrison, re Camp Lau-Ren: ONCA-compliant bylaws (*for information*);
- j) May 28, 2024, Phyllis MacRae, Chair, Future Through Property Leadership Team, re Bristol Pastoral Charge Manse (*for information*);
- k) May 29, 2024, Rev. Paul Dillman, re Ministry Personnel Support (*for action under section 8*);
- l) May 30, 2024, Rev. Jen Power, Britannia United Church, re Britannia is celebrating Affirming Ministry (*for information*);
- m) June 1, 2024, Alyson Huntly, DM, The United Theological College, re Reference for Mulumeoderhwa Buhendwa (Peter) for regional bursary (*for referral to?*); Suggested EOORC Student Gift Fund; Suggested to list on EOORC website individual Churches that have bursaries.
- n) June 2, 2024, Rev. Grant Dillenbeck, re clarifying which version of rules of order and procedures will be used during general meetings, and creation of a GC 45 Proposals committee to review (*for action under section 4d and 6a*);
- o) June 3, 2024, Rev. Brian Cornelius, Regional Council Treasurer, re June 2024 AGM expense summary (*for information*);
- p) June 5, 2024, Charmin, Frontier Capital Funds, re Change of signatories (*for information*);
- q) June 5, 2024, Susan Jackson, Information and Statistics Coordinator, The United Church of Canada, re Pastoral Charges that have not yet submitted their 2023 Statistical Forms – deadline is June 28th (*for information*);
- r) June 6, 2024, Charles Barrett, on behalf of Vision & Transformation Leadership Team, re Recommendation re Britannia United Church (*for action under section 8*);
- s) June 6, 2024, Brian Arthur Brown, re large churches in EOORC who are willing to host clustering congregations for worship services as part of centennial celebration (*for information*);
- t) June 6, 2024, copied on a letter from Rev. Cathy Hamilton and Gary Tompkins, Co-Chairs, Quebec and East Ontario Candidacy Board, to Jeremy Geleen, re Demonstration Promise for Ministry (*for information*);

- u) June 7, 2024, copied on a letter from Rev. Cathy Hamilton and Gary Tompkins, Co-Chairs, Quebec and East Ontario Candidacy Board, to Julee Pauling, re Ready for an appointment outside of a Supervised Ministry Education (*for information*);
- v) June 10, 2026, Susan Jackson, Information and Statistics Coordinator, The United Church of Canada, re EOORC 2024 Year Book and Directory Updating (*for information*);
- w) June 11, 2024, Rev. Cathy Hamilton and Gary Tompkins, to Joelle Morgan, re Promise and suitability in candidacy for ordained ministry (*for information*);
- x) June 11, 2024, Nicole Beaudry, Bells Corners United Church, re Ordained Minister wearing a keffiyeh at the general meeting (*for information*);

Correspondence out

- y) May 5, 2024, Rev. Eric Hebert-Daly, Executive Minister, response to Kathryn Sarjeant-Powell, St. Andrew's United Church (Toledo) re Request for Assistance (*for information*);
- z) May 6, 2024, Rev. Eric Hebert-Daly, Executive Minister, response to Phil Dawes, Council Chair, Manotick United Church, re constitutional changes (*for information*);
- aa) May 7, 2024, Rev. Eric Hebert-Daly, Executive Minister, to Karie L. Draper, Manager, Policy and Procedures Development, Bereavement Authority of Ontario, re Request to relinquish Easton's Corners cemetery (*for information*);
- bb) May 8, 2024, Rev. Eric Hebert-Daly, Executive Minister, re Riceville Cemetery (*for information*);
- cc) May 10, 2024, Sue Hutton, DLM, President to Cathedral of the Trees re response to request for annual funding (*for information*);
- dd) May 21, 2024, Rev. Eric Hebert-Daly, Executive Minister, to Catherine Clemens, re Riceville Cemetery (*for information*);
- ee) June 1, 2024, copied on letter from Charles Barrett, Member of the Stittsville United Church Commission, to Charmin, Frontier Capital Funds, re Change of signatories (*for information*);
- ff) June 2, 2024, Rev. Eric Hebert-Daly, Executive Minister, responding to Rev. Jen Power, Britannia United Church, re Britannia is celebrating Affirming Ministry (*for information*);
- gg) June 4, 2024, copied on letter from Charles Barrett, Member of the Stittsville United Church Commission, to Charmin, Frontier Capital Funds, re Change of signatories (*for information*);
- hh) June 6, 2024, copied on letter from Charles Barrett, Member of the Stittsville United Church Commission, to Charmin, Frontier Capital Funds, re Change of signatories (*for information*);
- ii) June 12, 2024, Rev. Darren Liepold, Interim Executive Minister, responding to Nicole Beaudry, Bells Corners United Church, re Ordained Minister wearing a keffiyeh at the general meeting (*for information*).

New Business

1. **Pastoral Relations Commission** – Rev. Whit Strong
 - See *Minutes of Pastoral Relations Commission of May 21, 2024* as **Appendix A**
2024-06-13_005 MOTION (C. Ryan/M. Montreuil) that the Eastern Ontario Outaouais Regional Council Executive receive the Pastoral Relations Commission Minutes of May 21, 2024. **CARRIED**
2. **Strategic Plan**
 - See *Strategic Plan Benchmark Report for May 2024* as **Appendix B**
The Pastoral Relations Minister shared that plans are in place for ministerial gathering for fall of 2024 and spring of 2025
3. **General Meeting/Education Event Planning Leadership Team**
 - a) **Report of AGM Wrap Up Meeting**
 - i. **Costs**
 - See *Preliminary Report from Regional Council Treasurer as correspondence o*

Save the Date!

- October 5th 2024 Fall General Meeting, Trinity-Saint Andrews United Church, Renfrew, (Celebration of Ministries Service, Saturday, October 5th at 4pm)
- May 30th - 31st 2025, Annual General Meeting, Spring, Location TBD
- October 4th, 2025, Fall General Meeting, Location TBD (sub-regional gatherings as per strategic plan*) – Rev. Eric Hebert-Daly, invited any who were interested to be part of the planning, to contact him.

- b) **Reminder from the Past-Chair of the General Meeting/Education Event Planning Leadership Team** Move promptly on the selection of location as venues get booked up well in advance, especially during this May-June period.
- c) **Topic of consideration for October 5th General Meeting: Artificial Intelligence Companions**
- See *correspondence e*

* The United Church has been working on AI issues through the Faith and Life Sciences Reference Group of the Canadian Council of Churches.

Rev. Dan Hayward shared personal history about his education and this topic.

- d) **Review of Rules of Order and Procedures** – Suggested to see if Rev. Grant Dillenbeck would be willing to lead a group to rework the Rules of Order and Procedures.

4. Future Through Property Leadership Team – Jim Allen

a) **Rothwell United Church**

- See *Rothwell Heights Kindred Works (KW) Agreement* as **Appendix C**

2024-06-13_006 MOTION (N. Best/G. Barks) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to authorize the Trustees of Rothwell United Church, Ottawa Ontario to sign a Memorandum of Understanding with Kindred Works and United Property Resource Corporation to develop a proposal for a development plan on the property of the congregation at 42 Sumach Street, Ottawa, Ontario.
CARRIED

The goal of the plan is to build a residential development of rental units on part of the church property with 30% of the units having affordable rents.

Once the Trustees and Kindred Works have reached a detailed agreement on the nature of the development project, the Trustees will return to the Executive for final approval.

b) **Proposed Sale of North Augusta United Church**

2024-06-13_007 MOTION (S. Hutton/J. Allen) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Future Through Property Leadership Team to approve the request of the Trustees of North Augusta United Church to seek potential buyers and enter into an agreement to sell the property of the North Augusta United Church at 8114 Main St, North Augusta, Township of Augusta, Leeds and Grenville County, Ontario. The Future Through Property Leadership Team recommends that the Trustees be authorized to offer the property for sale at or close to an asking price of \$97,500. The agreement of purchase and sale must be subject to two conditions:

- i. The property will be sold "as is, where is"
- ii. The Executive of the Eastern Ontario Outaouais Regional Council must approve the final agreement of purchase prior to the final sale by the Trustees.

Once the Trustees have an offer they wish to accept, they must seek approval of the Executive.

The Trustees have set the asking price of \$97,500 based on two independent valuations of the property by local professionals. **CARRIED**

- c) **Pendleton United Church** – Potential sale in the future (to be decided by email poll of the executive).
- d) **Bristol Pastoral Charge – Manse**
 - See *correspondence j*
 - Suggested to turn it into a day-house, like House of Lazarus has done – currently manse is seen as a liability.

5. General Council 45 Proposal Submission Deadline

2024-06-13_008 MOTION (S. Hutton/M. Montreuil) that the Eastern Ontario Outaouais Regional Council Executive set the deadline to receive GC 45 proposals as September 15, 2024. **CARRIED**

- a) **GC 45 Proposals Committee**
 - See *General Council Proposal Template Guide* as **Appendix D**
- b) **General Council 45 Commissioners – Is Being looked after by the Nominations Leadership Team**

6. (Order of the Day 11 AM) Fertile Soil Maps (Making Sense of the Data) – Sharon Buttrey and Rev. Tori Mullin

Sharon shared the data (appendices below). Project was created to get a sense of what the regional council looks like as a whole (demographics, behavioral social trends, where congregations exist in these variables). Regional council was divided into segments; data comes from statistics Canada, as well as existing data collected over the years by the United Church (as comparisons). Range is 2018-2023. Environics (behavioral and social trends – all of Canada 67 segments – 11 segments would be interested in church (9 EN and 2 FR).

- See *EOORC – Individual Demographics* as **Appendix E¹**
- See *EOORC – Predictions* as **Appendix E²**
- See *EOORC – Segments* as **Appendix E³**
- See *EOORC – Prizm Segments* as **Appendix E⁴**

Question was raised about lack of ministry personnel in certain areas, and if data could reflect this. It was suggested that this type of data collection was not the focus of the fertile soil maps, but this could be a future project.

It was expressed that the data was appreciated and provides lots to build on.

Sharon asked for things that may be missing, which can be included before final analysis. Congregations will be invited to request more information as needed as it reviews data.

The question was asked if data has been collected regarding survey results as to why youth and others do not attend church? This has not been the focus of the current project, but work has been and continue to be done to better understand why disinterest. It was suggested to contact Amy Crawford for questions about youth survey results.

See link for youth results:
https://forms.office.com/Pages/AnalysisPage.aspx?AnalyzerToken=5CpZ0F5xdOuK02B2dtXXne0tdaLSzsE7&id=qLUYz3gmEUCTEhXw9xV1dJEzh_SCPJFFuE-qVIQBHSxUOUhMRUVQRzhOR0RJOTRMTk1HWEhKRIYxRi4u

How will lag-time (data to action) be considered with future planning? It was suggested that further updates to the data would be reworked.

More information will be forthcoming. Access to neighborhood profiles can be acquired through Rev. Tori Mullin.

7. Ministry Personnel Support Leadership Team

- See *correspondence k*

Mandate of the Ministry Personnel Support Team

- a) encourage and coordinate a variety of opportunities and gatherings to build connections and support for ministry personnel within the region.
- b) find ways to intentionally welcome new ministry personnel into the region
- c) explore ways of offering a chaplaincy function to ministry personnel
- d) coordinate the offering of educational events and retreats
- e) Identify common issues and realities experienced by ministry personnel and find ways to advocate for changes in practice or policy.

Membership Size

4-8 Ministry Personnel, reflecting the differing dynamics of the region - rural/urban, part-time/full-time, gender, etc.

Pastoral Relations Minister, ex officio

2024-06-13_009 MOTION (S. Hutton/C. Ryan) that the Eastern Ontario Outaouais Regional Council Executive approve the creation of the Ministry Personnel Support Leadership Team and its preliminary mandate, to be populated by the Nominations Leadership Team:

Mandate of the Ministry Personnel Support Team

- a) encourage and coordinate a variety of opportunities and gatherings to build connections and support for ministry personnel within the region.
- b) find ways to intentionally welcome new ministry personnel into the region
- c) explore ways of offering a chaplaincy function to ministry personnel
- d) coordinate the offering of educational events and retreats
- e) Identify common issues and realities experienced by ministry personnel and find ways to advocate for changes in practice or policy.

Membership Size

4-8 Ministry Personnel, reflecting the differing dynamics of the region - rural/urban, part-time/full-time, gender, etc.

Pastoral Relations Minister, ex officio

CARRIED

Rev. Paul Dillman has been credited with creating focus group with ministers to learn what ministry personnel need; which led to the recommendation of the Ministry Personnel Support Leadership Team.

8. Vision & Transformation Leadership Team

- See *Application Britannia United Church* as **Appendix F**

2024-06-13_010 MOTION (G. Barks/J. Allen) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Vision & Transformation Leadership Team to grant the request for funding in the amount of \$1000 to Britannia United Church for pilot project WOW (Worship on Wednesday) as outlined in the application received from Britannia United Church. **CARRIED**

It was suggested to circulate the good ideas that are receiving funding in the newsletter.

9. Nominations Leadership Team

a) Expression of Interest (GC 45 Commissioner) Received So Far

Don Anderson (MP), Gayle Barks (L), Cindy Casey (MP), Wayne Harris (L), Kim Heath (MP), Sue Hutton (MP), Alwin Maben (MP), Erin McIntyre (MP), Michelle Robichaud (MP), Junior Smith (MP), David Patterson (L) and Kim Vidal (MP) (12 of 13). There is the potential of a 13th - Paul Whiteley's son.

b) Leadership Teams

2024-06-13_011 MOTION (J. Allen/M. Montreuil) that the Eastern Ontario Outaouais Regional Council Executive concur with the recommendation of the Nominations Leadership Team to the following:

- That Rev. Alwin Maben, David Patterson and Paul Whiteley serve on the 100th Anniversary Service Planning Leadership Team;
- That Rev. Ed Gratton serves on the Affirm Leadership Team;
- That Paul Whiteley serves on the Nominations Leadership Team.

CARRIED

New Business

a) Moving Costs to the Pastoral Charge (*In Camera*) – Rev. Whitman Strong

2024-06-13_012 MOTION (J. Allen/M. Montreuil) that the Eastern Ontario Outaouais Regional Council Executive move into camera to discuss moving costs to a pastoral charge. **CARRIED**

2024-06-13_013 MOTION (S. Hutton/S. Smarkala) that the Eastern Ontario Outaouais Regional Council Executive move out camera to discuss moving costs to a pastoral charge. **CARRIED**

2024-06-13_014 MOTION (N. Hazen/N. Best) that the Eastern Ontario Outaouais Regional Council Executive recommend that the Pastoral Relations Minister carryout an assessment to determine the cost attributed to moving ministry personnel, due to extraordinary circumstances, by mid-August 2024. **CARRIED**

Report from the Equity Support Person – Rev. Cathy Ryan shared that the meeting progressed well; added ample opportunity for introductions, there was and education component to this meeting which was appreciated; opportunities given to staff to share things in confident.

Opening worship for next meeting – Rev. Susan DeHaan

Equity Support Person for next Meeting – Sue Hutton, DLM**Closing Prayer – Jim Allen****Conclusion**

The Chair declares that all the business having come before this meeting of the Executive has been duly dealt with, and that the meeting is concluded at 12:20 PM.

Next meeting date:

- 12 September, 2024 (Portland United Church, 10 AM – 2 PM)
- 10 October, 2024 (Zoom meeting / 9 am - noon)
- 14 November, 2024 (Zoom meeting / 9 am - noon)

Rev. Susan DeHaan, President

Rev. Darren Liepold, Interim Executive Minister

EOORC Executive Duty Roster

	Opening Devotions / Land Acknowledgement	Equity Monitor	Closing Prayer
<i>Summer</i>			
<i>12 September 2024</i>	Susan DeHaan	Sue Hutton	Ryan Kim
<i>10 October 2024</i>	Cathy Ryan	Jim Allen	Micheline Montreuil
<i>14 November 2024</i>	Sue Smarkala	Nancy Best	Gayle Barks
<i>12 December 2024</i>	Susan DeHaan	Erin McIntyre	Liz Church
<i>9 January 2025</i>	Micheline Montreuil	Cindy Casey	Nancy Hazen
<i>13 February 2025</i>	Ryan Kim	Liz Church	Nancy Best
<i>13 March 2025</i>	Jim Allen	Gayle Barks	Sue Smarkala
<i>10 April 2025</i>	Erin McIntyre	Micheline Montreuil	Susan DeHaan
<i>8 May 2025</i>	Susan Hutton	Sue Smarkala	Nancy Best
<i>12 June 2025</i>	Gayle Barks	Ryan Kim	Jim Allen

Appendices

Appendix A	Minutes of Pastoral Relations Commission of May 21, 2024	Pages 11-15
Appendix B	Strategic Plan Benchmark Report for May 2024	Page 16
Appendix C	Rothwell Heights Kindred Works (KW) Agreement	Pages 17-47
Appendix D	General Council Proposal Template Guide	Pages 48-51
Appendix E ¹	EOORC – Individual Demographics	Pages 52-60
Appendix E ²	EOORC – Predictions	Pages 61-73
Appendix E ³	EOORC – Segments	Pages 74-84
Appendix E ⁴	EOORC – Prizm Segments	Pages 85-106
Appendix F	Application Britannia United Church	Pages 107-108

Appendix A**Minutes of the Pastoral Relations Commission Meeting held on May 21st 2024**

A meeting of the Pastoral Relations (PR) Commission was held via Zoom Conference call on Tuesday, May 21, 2024 at 1:00 p.m.

PRESENT:

Jim Allen, Ina Bromley, Wayne Harris (Chair), Charlotte Hoy, Sharon MacDonald, Erin McIntyre, Karen McLean (Scribe), Blair Paterson, Whit Strong (9)

REGRETS: Patsy Henry, Micheline Montreuil, Linda Suddaby (3)

CALL TO ORDER, OPENING PRAYER:

Chair, Wayne Harris, called the meeting to order at 1:06 p.m. After a quick check-in with members, Whit Strong offered an opening prayer.

ADDITIONS/CORRECTIONS TO THE AGENDA:

- Nancy Best as Pastoral Charge Supervisor to Rothwell (Ottawa) P.C.
- Kathryn Peate from Woodroffe U.C. – retiring effective May 15, 2025.

INTERIM MOTIONS: None

ACCEPTANCE OF MINUTES:

MOTION 2024-36 (S. MacDonald/E. McIntyre) “that the minutes of April 16, 2024 be accepted as circulated.”

CARRIED

CORRESPONDENCE:

- Profile from Smiths Falls: Trinity – circulated to the membership
- Profile from Kemptville: St. John’s – circulated to the membership

MEDICAL LEAVE:

- LTD: Rev. Kathleen Petrie (OM) Augusta P.C.
- Restorative Care: Rev. Carolyn Insley (North Gower-Carsonby P.C.) – effective May 7, 2024.
- Restorative Care: David Henderson (DLM) – effective June 6, 2024.

ACKNOWLEDGED SABBATICALS:

David Sherwin – Zion-Memorial P.C. (Carleton Place) – March 1 to May 31, 2024

Cindy Casey – Kanata P.C. – April 1 to June 30, 2024

Tiina Côté – Pembroke: Calvin P.C. – May 1 – September 2, 2024

Elaine Beattie – Glen Cairn P.C. – June 1 to August 31, 2024

Erin McIntyre – Cornwall: Knox-St. Paul’s P.C. – June 1 to September 3, 2024

Lorrie Lowes – Bells Corners P.C. – July 1 to September 30, 2024

APPROVAL OF PROFILES:

MOTION 2024-37 (J. Allen/B. Paterson) “that the EOORC PR Commission approves the Smiths Falls: Trinity Pastoral Charge profile for posting on ChurchHub.”

CARRIED

MOTION 2024-38 (E. McIntyre/C. Hoy) “that the EOORC PR Commission approves the Kemptville: St. John’s Pastoral Charge profile for posting on ChurchHub.”

CARRIED

CHANGE IN PASTORAL RELATIONS:

Debbie Roi

MOTION 2024-39 (I. Bromley/J. Allen) “that the EOORC PR Commission approves the request of the Rev. Debbie Roi (OM) from the Carp-Dunrobin Pastoral Charge for a change in pastoral relations effective July 21, 2024.”
CARRIED

Kathryn Peate

MOTION 2024-40 (B. Paterson/E. McIntyre) “that the EOORC PR Commission approves the request of the Rev. Kathryn Peate (OM) from Woodroffe (Ottawa) P.C., for a change in pastoral relations to retire effective May 15, 2025.”
CARRIED

Natalie Matkovsky

MOTION: 2024-41(E. McIntyre/C. Hoy) That the EOORC PR Commission approves the request of the Rev. Natalie (Istead) Matkovsky from the Charge Pastorale Grâce Pastoral Charge (Chelsea) for a change in pastoral relations effective July 31, 2024.”
CARRIED

Mary Royal-Duczek

MOTION: 2024-42 (E. McIntyre/I. Bromley) That the EOORC PR Commission approves the request of the Rev. Mary Royal-Duczek from the Almonte Pastoral Charge for a change in pastoral relations effective June 30, 2024.”
CARRIED

CALLS/(RE)-APPOINTMENTS**Cassburn P.C. – Brian Cornelius**

MOTION 2024-43 (J. Allen/E. McIntyre) “that the EOORC PR Commission approves the call of Brian Cornelius (OM) to the Cassburn Pastoral Charge as Congregational Minister, 30 hours per week effective September 1, 2024.”
CARRIED

[**Note:** This offer of employment is by the Genesis Cooperative: Cassburn P.C., Kirk Hill P.C., and Trinity P.C. (Vankleek Hill).]

Rothwell P.C. – Jamie Hill (Candidate)

MOTION 2024-44 (S. MacDonald/C. Hoy) “that the EOORC PR Commission approves the appointment of Jamie Hill (Candidate) to the Rothwell Pastoral Charge as Congregational Minister, 40 hours per week effective May 22, 2024 – May 21, 2025.”
CARRIED

CALLS/(RE)-APPOINTMENTS**Chalk River P.C. – Susan DeHaan**

MOTION 2024-45 (E. McIntyre/I. Bromley) “that the EOORC PR Commission approves the provisional call of Susan DeHaan (DLM→OM) to the Chalk River Pastoral Charge as Congregational Minister, 20 hours per week effective June 1, 2024.”
CARRIED

Quyon P.C. – Patricia Power (Candidate)

MOTION 2024-46 (J. Allen/S. MacDonald) “that the EOORC PR Commission approves the provisional appointment of Patricia Power (Candidate) to the Quyon Pastoral Charge as Congregational Minister, 24 hours per week effective June 1, 2024.”
CARRIED

PASTORAL CHARGE SUPERVISORS:**Eganville P.C.**

MOTION 2024-47 (I. Bromley/S. MacDonald) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Margie Patterson, EOORC member, as Pastoral Charge Supervisor to the Eganville Pastoral Charge.”
CARRIED

St. Andrew's Westmeath P.C.

MOTION 2024-48 (C. Hoy/I. Bromley) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Gary McKay, EOORC member, as Pastoral Charge Supervisor to the St. Andrew's Westmeath Pastoral Charge.”

CARRIED

Knox-St. Paul's P.C.

MOTION 2024-49 (B. Paterson/S. MacDonald) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Lois Gaudet, EOORC member, as Pastoral Charge Supervisor to the Knox-St. Paul's Pastoral Charge (Cornwall) to cover the sabbatical of Erin McIntyre (June 1-Sept. 3, 2024.)”

CARRIED

[Abstaining: Erin McIntyre]

North Gower-Carsonby P.C.

MOTION 2024-50 (J. Allen/C. Hoy) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Sandra Yule, EOORC member, as Pastoral Charge Supervisor to the North Gower-Carsonby Pastoral Charge.”

CARRIED

Rothwell P.C. (Ottawa)

MOTION 2024-51 (E. McIntyre/S. MacDonald) “that the EOORC PR Commission, in the absence of called/appointed ministry personnel, names Nancy Best, EOORC member, as Pastoral Charge Supervisor to the Rothwell Pastoral Charge (Cornwall).”

CARRIED

[Note: PCS still needed for Carp-Dunrobin, Golden Lake, Grace (Chelsea), Lower Gatineau Valley, Templeton]

Pastoral Charges without called/appointed Ministry Personnel:

(Pastoral Charge Supervisor in place as noted)

Addison – Lynne Gardiner

Admaston – Paul McLenaghan

Ashton-Munster – Jim Allen

Augusta – Linda Suddaby (while the minister is on LTD)

Aylmer-Eardley – Jim Allen (Eardley open for only a couple of services per year.)

Aylwin – Natalie Matkovsky

Bathurst – Shelley Roberts

Bethel-St. Andrew's – Jan Loughheed

Carp-Dunrobin -

Charge pastorale Namur – Jim Kenney

Chinese (Ottawa) – Barbara Reynolds (after 10 years, only on call)

Clyde Forks-Tatlock – Carla Van Delen

Delta-Toledo – Charlotte Hoy

Denbigh, Matawatchan, Schutt – Jon Williams

Elgin-Portland – JoAnne Fletcher

Genesis Co-operative – Jim Allen

Glasgow-Castleford – James Murray

Glengarry East – John Noordhoff

Golden Lake –

Grace (Chelsea) -

Greenwood – Ina Bromley

Harrowsmith-Verona – Sharon MacDonald

Kenmore (selling building – NOT disbanding) - Ed Gratton

Knox (Nepean) – Shaun Yaskiw
 Knox Edwards – (disbanding April 30, 2024) - Ed Gratton
 Lansdowne – Donald Wachenschwanz
 Lower Gatineau Valley -
 Lyn: Christ Church – Shelley Roberts
 Mallorytown – Charlotte Hoy
 Melville-Eganville – Ina Bromley
 Metcalfe – Ed Gratton
 Osgoode-Kars – Ed Gratton
 Pembroke: Mt. Zion – Kevin Moratz
 Perth Road – Heather McLurg Murphy
 Pittston – Myra Garvin
 Quyon – Cathy Stewart
 Rideau – Sharon MacDonald
 Rockland – Jim Kenney
 Russell – Ed Gratton
 South Mountain-Hallville – Christine Lawson
 Southminster – Brian Copeland
 St. Andrew's (Westmeath) -
 St. John's (Brockville) – Linda Suddaby
 Templeton -
 Williamstown – Lois Gaudet

LIAISONS

Carp-Dunrobin P.C.

MOTION 2024-52 (E. McIntyre/J. Allen) “that the EOORC PR Commission names Beth Sweetnam as Liaison to the Carp-Dunrobin Pastoral Charge.”

CARRIED

[Note: Liaisons are still needed for Aylwin; Merivale-Fallowfield; Morrisburg: Lakeshore Drive; South Mountain-Hallville; St. Andrew's (Westmeath); Parkdale]

Pastoral Charges in search mode:

(Liaisons in place as noted)

Ashton-Munster – Jim Allen
 Aylwin –
 Bethel-St. Andrew's – Beth Sweetnam
 Cardinal – Myra Garvin
 Carp-Dunrobin – Beth Sweetnam
 Charge pastorale Namur – Jim Kenney
 Denbigh, Matawatchan, Schutt – Jon Williams/Ina Bromley
 First United (Ottawa) – Janet Nield
 Genesis Co-operative – Jim Allen
 Glasgow-Castleford – James Murray
 Harrowsmith-Verona – Sharon MacDonald
 Kemptville: St. John's – Jim Allen
 Lansdowne – Phyllis Dietrich
 Merivale-Fallowfield -
 Metcalfe – Ed Gratton
 Morrisburg: Lakeshore Dr. -
 Osgoode-Kars – Ed Gratton
 Parkdale -
 Perth Road – Heather McLurg Murphy

Quyon – Cathy Stewart
Rockland – Jim Kenney
Rothwell – Beth Sweetnam
Russell – Ed Gratton
Smiths Falls: Trinity – Wayne Harris
South Mountain-Hallville -
St. Andrew's (Westmeath) -

Pastoral Charges not searching:

Addison	Aylmer-Eardley	Centenary
Clyde Forks-Tatlock	Delta-Toledo	Elgin-Portland
Glasgow-Castleford	Greenwood	Lower Gatineau Valley
Lyn: Christ	Mallorytown	Pittston
Rideau	St. John's (Brockville)	Templeton
Vernon		

FOLLOW-UPS FROM LIAISONS AND PCSs

All in attendance reported everything was going well with the P.C.s under their charge.

OTHER BUSINESS:**For Information**

- Fifty (50) LLWLs will be licensed/relicensed at the EOORC AGM Celebration of Ministry Service at Trinity United Church (Ottawa) on Friday, May 31, 2024. All LLWLS have been notified. They do not need to be present (online or in-person) to be licensed/relicensed.
- Closure of Carsonby United Church effective April 28, 2024. The congregation will be amalgamating with the North Gower congregation. A new name for the newly-formed pastoral charge is yet to come.

LAST WORD:

Next meeting – **Tuesday, June 18, 2024** 1:00-3:00 p.m. via Zoom.

Join Zoom Meeting
<https://united-church.zoom.us/j/85233506275>
Meeting ID: 852 3350 6275
855 703 8985 Canada Toll-free

CLOSING: The business listed on the agenda being completed, Wayne declared the meeting closed at 1:38 p.m. Jim offered a prayer to send us on our way.

Appendix B

Strategic Plan Benchmark Report for May 2024

May 2024

Stream G1 - Fertile soil results shared with Regional Council, begin sharing with communities of faith (Tori)

Information presented during this meeting

Stream G4 – Adapted document regarding governance models shared with Regional Council (Whit)

Stream J2 – Present for adoption the Racial Justice Leadership Team (Congregational Support Minister)

Stream J3 – First meeting with interested participants in UCRMN to determine how to coordinate solidarity work around rural ministry (Congregational Support Minister)

Stream J4 – Distribution plan for banners/flags (Communications)

Work in progress

Stream J4 – Sharing a justice story from one of our communities of faith in newsletter (Communications)

Shared a justice story; finalizing story on Greening Sacred Spaces

Stream C1 – Strategy developed for increasing participation in Greening Sacred Spaces and Faithful Footprints (Communications)

Stream L2 – Lay Training Program approved by Regional Council Executive (Whit)

Still working on the "Lay Training". There are already several Zoom workshops planned over the next 12 months.

Stream L2 – Needs assessment for training in communities of faith without ministry personnel (Congregational Support Minister)

Stream L2 – Re-licensing and licensing of Lay Worship Leaders (Whit)

LLWLs have been licensed/relicensed

Stream CG1 - Approve Congregational Support Model and related Team (Congregational Support Minister)

Stream CG4 – Prepare plan for regional cluster gatherings to be done in the fall (Congregational Support Minister)

Stream CG4 – Orientation for new lay representatives conducted (Éric)

Appendix C

**For Discussion Purposes Only
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AGREEMENT

42 SUMAC ST, OTTAWA, ONTARIO

This Agreement dated this ●th day of ●, 2024.

BETWEEN:

THE TRUSTEES OF THE ROTHWELL CONGREGATION OF THE UNITED CHURCH OF CANADA (the "Trustees")

-and-

KINDRED WORKS INC. ("Kindred")

-and-

EASTERN ONTARIO OUTAOUAIS REGIONAL COUNCIL (the "Regional Council")

- and -

UNITED PROPERTY RESOURCE CORPORATION ("UPRC")

RECITALS:

1. The Trustees are the registered owners of the lands and premises known municipally as 42 Sumac St. Ottawa, Ontario (the "**Property**") and legally described in Schedule A attached hereto, on behalf of The Rothwell Congregation of the United Church of Canada (the "**Community of Faith**", and together with the Trustees, called the "**Congregation**") in accordance with the Model Deed attached as Schedule B to The United Church of Canada Act, being chapter 100 of the Statutes of Canada, 1925, as amended by The United Church of Canada Act, 2019, S.C. 2019 chapter 31 (the "**Model Deed**");
2. Pursuant to the Model Deed and the Manual of the United Church of Canada, the Regional Council oversees the work of the Congregation and in particular, is responsible for making decisions with respect to dealings with its property;
3. UPRC is a corporation that is owned by the United Church of Canada which was formed in order to provide professional real estate development expertise to communities of faith across Canada;
4. Kindred was formed by UPRC as the development manager, asset manager and property manager of the community of faith properties identified for redevelopment;
5. This Agreement is being entered into in order for Kindred to explore the potential redevelopment of the Property as described below in Section 1 and in connection therewith to create a Development Plan as provided for in Section 2 below; and

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6. If the Development Plan is approved, then;
- (a) registered title to the Property will be transferred to a nominee title holder;
 - (b) a business trust will be formed for the benefit of the Community of Faith and the trustee of which will be a corporation owned by the Congregation (the "**Congregation Trust**") as described in Section 7; and then
 - (c) the beneficial interest in the Property will transferred by the Trustees to the Congregation Trust; and
 - (d) the beneficial interest in the Property will be transferred by the Congregation Trust to a newly-formed limited partnership (the "**Limited Partnership**") as described in Section 8 below.

NOW THEREFORE in consideration of One Dollar (\$1.00) and other good and valuable consideration now paid by each of the parties to the others, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

- 1. Objectives** The parties have agreed that their objectives are to:
- (i) construct market and below market rental housing on the Property (the "**Project**"); and
 - (ii) to sever the part of the Property on which the church is located (the "**Severance**") and to reconvey that part of the Property to the Trustees.
- 2. Development Plan** After the entering into of this Agreement, Kindred will work to create a development plan for the Project (the "**Development Plan**") which will include the following steps:
- (a) Kindred will convene at least one (1) project initiation meeting to establish the objectives of the proposed Project collaboratively with the Property Committee (as defined in Section 4(a) below);
 - (b) Kindred will review and curate available documentation in respect of the Property that will be informative for the Development Plan and to be provided pursuant to Section 3 hereof;
 - (c) Kindred will conduct a preliminary planning review, heritage risk assessment, market study review of comparable rentals, and up to three (3) massing studies for the Property. This stage may also include a pre-consultation with planning and heritage staff from the applicable municipality and targeted community engagement;

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- (d) Kindred will convene at least one (1) project design meeting to review the initial massing studies at which the Property Committee will provide input and feedback based on the designs for consideration prior to commencement of the financial analysis;
- (e) Kindred will then validate the project costing and complete a development pro-forma, including outlining the funding sources and uses, including equity, financing and grants;
- (f) Kindred will then convene at least one (1) project financial meeting to review the financial analysis at which the Property Committee will provide input and feedback based on the designs and financials provided to it and will, together with Kindred, select an option to proceed with;
- (g) Kindred will then prepare a briefing package that describes the development opportunity at a high level, including the organizational objectives and potential development scenarios(s) and financial analysis, (including a budget for the development and construction of the Project); and
- (h) Kindred will then circulate this information to the Property Committee for discussion and revision.

3. Delivery Material

Within 15 days following the execution of this Agreement, the Trustees will provide to Kindred the materials listed on Schedule B hereto (the “**Delivery Material**”), to the extent in their possession or control (it being agreed that if they do not have any of the Delivery Material in their possession or control, they will so advise Kindred in writing).

Forthwith after request therefor by Kindred at any time and from time to time, the Congregation shall provide to Kindred all additional documents, materials, and other matters in respect of the Property reasonably requested by Kindred, and the Congregation will provide such information to the extent in the possession or control of the Congregation.

The Congregation’s obligation to deliver the Delivery Materials includes an obligation to deliver any changes, amendments, or modifications to the Delivery Materials previously provided.

4. Congregation’s Covenants

During the period during which Kindred is creating the Development Plan, the Congregation shall:

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- (a) fully co-operate with Kindred and in furtherance thereof the Congregation shall appoint a committee (the “**Property Committee**”) consisting of at least 4 representatives of the Congregation (and to be designated by the Congregation concurrently with the execution of this Agreement) to act as liaison between Kindred and the Congregation. The terms of reference of the Property Committee are attached hereto as Schedule D;
- (a) permit Kindred to engage in communication with the planning and heritage staff from the applicable municipality and local councillors, and to make applications in respect of all approvals as may be reasonably required with respect to the proposed Project. In furtherance thereof, the Trustees will execute and deliver concurrently with the execution and delivery of this Agreement, the “Authorization” attached hereto as ;
- (b) cause the Property to be operated in the ordinary course in the manner which the Property has been operated to date, including with respect to maintenance, upkeep, security, insurance coverage, and other similar matters; and
- (c) will not, without the prior written approval of Kindred: (A) sell, transfer or otherwise assign any interest in the Property or agree to do any of the foregoing; (B) incur any indebtedness for borrowed money secured by the Property; (C) voluntarily place any encumbrance on the Property or suffer any encumbrance to be placed thereon; (D) enter or renew any leases for premise in the Property without the approval of Kindred and which, in any event, shall be terminable on the transfer of the Property to the Limited Partnership; and/or (E) deal with the Property in any way that could adversely affect the Property or the proposed Project and/or timing.

On request by Kindred, the Trustees will cause a registration to be effected against the Lands pursuant to Section 118 of the Land Titles Acts in order to restrict the Trustees from transferring or encumbering the Property without the prior written consent of Kindred.

5. Development Plan

When it is ready, Kindred shall submit the Development Plan to the Property Committee, which includes the design concept for the Project (and the basic site plan and pro-forma financials) for approval of the Congregation, acting reasonably.

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If Kindred determines not to proceed with the development of the Project, the Property will continue to be held by the Congregation and Kindred will bear the costs and expenses (the “**Development Plan Expenses**”) incurred in connection with the preparation of the Development Plan.

If the Congregation does not approve the Development Plan, acting reasonably, within a reasonable period after the Development Plan is submitted to it, UPRC shall be entitled to recover from the Congregation all the Development Plan Expenses. In such case, UPRC agrees to offer to the Congregation a loan in the amount of the Development Plan Expenses in accordance with Section 6 hereof.

**6. UPRC
Development Plan
Loan**

If the Congregation does not approve the Development Plan, UPRC agrees to make a loan to the Congregation in the amount of the Development Plan Costs. The loan shall be payable on demand and will bear interest at the TD Canada Trust prime rate from time to time plus 2.5% per annum, which interest will accrue until the loan is repaid.

UPRC will only demand repayment in the event of a sale or long term lease of the Property, in whole or in part, or upon the Congregation receiving proceeds from third parties relating to the Property.

The loan and accrued interest thereon may be repaid by the Congregation in whole or in part at any time or times without notice or bonus.

So long as the loan remains outstanding, the Congregation will not encumber the Property in any manner whatsoever.

The loan shall, at the option of UPRC, be secured by a charge against the Property.

The Congregation shall be required to include the loan as a note in its financial statements.

**7. Approval and
Transfer of
Property to
Congregation
Trust**

If Kindred, the Regional Council and the Congregation approve the Development Plan, they will execute and deliver to each other the approval contained in Schedule E to this Agreement (the “**Approval**”) and thereafter the following steps will be taken:

- (i) the Trustees will transfer registered title to the Property to a nominee title holder (as designated by Kindred and which may be the general partner of the limited partnership (as described below)) and a

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nominee agreement will be entered into between the Trustees and such nominee title holder (the "**Nominee**");

- (ii) the Congregation will incorporate a corporation to be the trustee of the Congregation Trust to be settled;
- (iii) the Congregation Trust will be settled by the corporation incorporated pursuant to subsection (ii) above ;
- (iv) an agreement of purchase and sale shall be entered into by the Congregation, as seller, and the Congregation Trust, as buyer, pursuant to which the beneficial interest in the Property is transferred by the Trustees to the Congregation Trust in return for a promissory note from the Congregation Trust in the amount of the fair market value of the Property based on an appraisal by an independent appraiser obtained by Kindred and adjusted to reflect anticipated reductions in value related to the conditions of the development of the Project in accordance with Kindred's valuation policy (the "**Value**"), bearing interest at a market rate and at such time an amended and restated nominee agreement will be entered into between the Congregation Trust and the Nominee.

8. Formation of Limited Partnership and Transfer of Property

Unless an alternative structure is determined by Kindred to be beneficial to the parties in which case such alternative structure will be implemented, immediately after the transfer of the beneficial interest in the Property to the Congregation Trust, the beneficial interest in the Property will be transferred by the Congregation Trust to a newly formed limited partnership (the "**Limited Partnership**"), in return for a limited partnership interest in the Limited Partnership which reflects the Value of the Property.

At this point in time the Limited Partnership will have only one limited partner, being the Congregation Trust.

The general partner of the Limited Partnership (the "**General Partner**") will initially be an affiliate of Kindred.

When a third party investor (the "**Investor**") makes a commitment to the Limited Partnership to fund Pre-Development Costs (as defined below) in return for limited partner interests in the Limited Partnership, such Investor will be issued such number of shares of

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the General Partner so that it is owned by an affiliate of Kindred and of the Investor, each as to 50%.

Schedule F hereto sets out the principal terms of the agreement that will be applicable to the Partnership (the “**Limited Partnership Agreement**”) when an Investor becomes a limited partner.

The General Partner will arrange for all closing documents to be prepared and executed by the Congregation, the Congregation Trust, the Limited Partnership and Kindred, including, without limitation, those listed on Schedule G hereto.

9. Municipal Approvals and Severance

Kindred will, for a period of two (2) years after the Approval (or such longer period as Kindred shall determine is reasonable), take such action as it deems appropriate to obtain municipal and other approvals as may be required to permit the development of the proposed Project. If such approvals are not obtained, the Property will continue to be owned by the Limited Partnership until next steps are determined in consultation with the Regional Council and Congregation Trust.

Similarly, if Kindred determines that there are other factors that make the Project unfeasible, the Property will continue to be owned by the Limited Partnership until next steps are determined in consultation with the Regional Council and Congregation Trust.

The premises on which the existing church is located (the “**Church Lands**”) will be severed from the balance of the Property. At the appropriate time the severed portion will be reconveyed by the Limited Partnership to the Trustees of the Congregation for \$1.00. The Limited Partnership will be granted a right of first refusal to buy the Church Lands if the Congregation decides to sell the Church Lands or any part thereof or to enter into a long-term lease of it.

10. Pre-Development Costs

All costs that have been incurred by UPRC in connection with the production of the Development Plan will be included in the Development Costs of the Project and reimbursed to UPRC from contributions to the Limited Partnership by the Investor and/or through advances under the construction loan for the Project.

After the Approval and until the commencement of construction of the Project or termination of the Project:

- (a) UPRC will pay all costs and expenses incurred in connection with the proposed Project (including the fees provided for in Schedule H hereto as earned and all land transfer taxes in connection with the transfer of the Property to the Limited Partnership, if any) (collectively, the “**Pre-Development**”

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Costs”). In consideration for paying the Development Costs, UPRC shall be entitled to be paid a fee by the Limited Partnership equal to an amount equivalent to interest at the Prime Rate of TD Canada Trusts plus 2.5% on the Development Costs or such lower fee as agreed to by UPRC (the “**UPRC Fee**”); or

- (b) the Investor will agree, at its option, either to (A) advance the Pre-Development Costs as incurred, which will shall be convertible into Limited Partnership interests at its option, or (B) will subscribe for limited partnership interests in the Limited Partnership in the amount of the Pre-Development Costs, The relative percentage interests held by the limited partners will be determined based on the ratio that the Value of the Property (contributed by the Congregation Trust to the Limited Partnership) bears to the amount of the aforesaid commitment

**11. Lease to
Congregation**

Upon the transfer of the Property to the Limited Partnership, the Limited Partnership will lease the Church to the Congregation on the terms set out in Schedule I hereto (the “**Lease**”) until the earlier of (i) the Severance being in effect and the Church Lands being reconveyed to the Congregation; and (ii) twenty-one years less one day (the “**Expiry Date**”).

At the time of the transfer of the Property to the Limited Partnership any contracts entered into by the Trustees in respect of the Property will be retained by the Trustees and all leases and licenses in respect of the Property will become subleases and licenses under the Lease, provided that such contracts (including any employment contracts) and leases are all terminable at the commencement of construction of the Project as evidenced to Kindred prior to such date. Otherwise all such leases and contracts shall be terminated by the Trustees prior to the transfer. However those contracts that apply only to the Church Lands may continue in effect so long as the Congregation is in occupancy of the Church Lands.

12. Kindred

Kindred shall be responsible for the development of the Project, as well as the ongoing management (either directly or through a sub-contract with a third party property manager) of the Project once construction is completed, and will be entitled to be paid the fees described on Schedule H hereto pursuant to agreements to be entered into between the Limited Partnership and Kindred.

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**13. Representations
and Warranties of
Congregation**

The Congregation hereby makes the following representations and warranties to the UPRC and Kindred:

- (a) The Congregation is a congregation of the United Church of Canada.
- (b) The Trustees and the governing body of the Congregation have all requisite right, power, and authority to enter into, execute and deliver this Agreement and to perform their obligations hereunder.
- (c) The Trustees and Congregation are not non-residents of Canada within the meaning of the Income Tax Act (Canada).
- (d) The Trustees and the governing body are properly appointed, and the business affairs of the Trustees and the Congregation are in order, including all minutes documenting the appointment of Trustees and governing body.
- (e) The execution and delivery by the Congregation of this Agreement and the performance of their obligations hereunder will not violate, conflict with or result in a breach of any agreement, contract, indenture, deed of trust, mortgage, bond, instrument, authorization, lease, license or permit to which the Trustees or the Congregation is a party or by which it is bound.
- (f) There are no options to purchase or rights of first offer or first refusal to purchase or other purchase rights with respect to all or any part of the Property or any interest therein in favour of anyone.
- (g) The Trustees are the sole registered owners of the Property and the Congregation is the sole beneficial owner thereof on behalf of the United Church of Canada. with good and marketable title thereto, subject only the encumbrances described in Schedule A, hereto (the "**Permitted Encumbrances**").
- (h) There are no contracts or leases with respect to the Property or any part thereof except as disclosed to Kindred as part of the Delivery Material.
- (i) The Congregation has not received written notice from any governmental authority of any expropriation or condemnation proceedings, or to their knowledge, there are no such proceeding contemplated, threatened or pending, relating to the Property (or any portion thereof).

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- (j) The Congregation has not received written notice of any environmental claim alleging any breach of any environmental laws by the Property or any work orders relating to the Property.
- (k) All accounts for work, labour, materials, services and equipment performed for or on behalf of the Congregation in respect of or relating to the Property have been fully paid for, and the Trustees have received no notice of any claim of any Person in respect of any lien with respect to such work under any applicable construction lien legislation.
- (l) There are no actions or claims pending, nor, to the knowledge of the Congregation, threatened against the Property, the Trustees or the Congregation and there is no outstanding writ, judgment, decree, injunction, rule or order of any governmental authority or arbitrator against the Trustees or the Congregation or in respect of the Property.

The representations and warranties contained in this Section 13 will survive the transfer of the Property to the Regional Council Trust as provided for herein and shall remain in full force and effect until the date that is twenty-four (24) months from the date of the transfer of the Property.

**14. Binding
Agreement
/Assignment**

This Agreement and all of the provisions hereof shall be binding upon and enure to the benefit of the parties hereto and their respective successors and permitted assigns, except that neither this Agreement nor any of the rights, interests or obligations hereunder may be assigned or delegated by any party without the prior written consent of the other parties. Notwithstanding the foregoing, Kindred may assign this Agreement to an affiliate, provided that the affiliate assumes its obligations hereunder in writing whereupon Kindred will released.

**15. Regional Council
Approval**

The Regional Council hereby approves this Agreement. Such approval is evidenced by the resolution of the Regional Council in the form attached hereto as Schedule J.

16. Entire Agreement

This Agreement constitutes the entire agreement between the parties with respect to the subject matter of this Agreement and, except as herein otherwise expressly stated and in the instruments or documents to be executed and delivered pursuant to this Agreement, contains all of the representations, warranties and agreements of the respective parties with respect to the Property. There are no written or verbal representations, undertakings, conditions or agreements of any kind between the parties, other than as specifically expressed in writing in this Agreement. This Agreement supersedes all other

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agreements between the parties with respect to the subject matter hereof.

17. Further Assurances

Each party will execute, deliver and take, such other transfers, agreements, instructions and actions as may be reasonably requested by any other party from time to time in order to complete the transactions contemplated herein.

18. Notices

All notices and other communications required or permitted hereunder shall be in writing and shall be deemed effectively given (i) upon personal delivery, (ii) when sent by email if sent during normal business hours of the recipient; and if not, then on the next Business Day, or (iii) one (1) Business Day after deposit with a nationally recognized overnight courier, specifying next day delivery, with written verification of receipt, at the address indicated below, or at such other address as such party may designate to the other party in accordance with the terms hereof:

19. Expenses

Except as otherwise expressly provided herein, each of parties hereto shall pay all of its own expenses (including legal and accountants' fees and expenses) in connection with the negotiation of this Agreement and the performance of its obligations hereunder.

20. Confidentiality

Except as may be required by law, the parties agree that neither the Trustees, the Congregation (and its governing body) nor the Regional Council shall divulge the existence of this Agreement or the terms contained herein or any development plan with respect to the Property or any part thereof or any information contained therein to the public (whether by way of press release or otherwise, or to any arm's length third party (including any governmental authority), without the written consent of Kindred. It is acknowledged that the fact of this Agreement and its basic terms may be communicated by the Trustees to the Congregation in accordance with a joint communication plan to the Congregation to be developed by Kindred and Trustees.

In addition, the Trustees, the governing body and the Congregation hereby acknowledge and agree that Development Plan and all elements thereof shall remain the sole property of Kindred and that accordingly no part thereof may be used by them or by any others person their behalf without the prior written consent of Kindred which consent may be withheld in its sole unfettered discretion.

These covenants and agreements shall survive the termination of this Agreement.

21. Counterparts

This Agreement may be executed in any number of counterparts, each of which shall be enforceable against the parties executing such

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counterparts, and all of which together shall constitute one instrument.

22. Electronic Signatures and Electronic Delivery

Each party agrees that the electronic signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force and effect as manual signatures. Electronic signature means any electronic sound, symbol, or process attached to or logically associated with a record and executed and adopted by a party with the intent to sign such record, including email electronic signatures.

23. Planning Act Condition

This Agreement is subject to compliance with the provisions of the *Planning Act* (Ontario), as amended, or any successor legislation relating to the subdivision of land.

24. Governing Law

This Agreement shall be governed by the laws of the Province of Ontario.

SIGNATURE PAGES FOLLOW

For Discussion Purposes Only
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ADDRESS:

8 King Street East
Suite 1802
Toronto, Ontario
M5H 1B6

Attention:
Email:

KINDRED WORKS INC.

Per: _____
Name:
Title:

Per: _____
Name:
Title:

ADDRESS:

8 King Street East
Suite 1802
Toronto, Ontario
M5H 1B6

Attention:
Email:

UNITED PROPERTY RESOURCE CORPORATION

Per: _____
Name:
Title:

Per: _____
Name:
Title:

ADDRESS:

Attention:
Email:

THE TRUSTEES OF THE ROTHWELL CONGREGATION OF THE UNITED CHURCH OF CANADA

Per: _____
Name:
Title:

Per: _____
Name:
Title:

**For Discussion Purposes Only
DRAFT: 1 - February 28, 2024 - 12:13 PM**

ADDRESS:

**THE GOVERNING BODY OF THE
ROTHWELL CONGREGATION OF THE
UNITED CHURCH OF CANADA**

Attention:
Email:

Per: _____
Name:
Title:

Per: _____
Name:
Title:

ADDRESS:

**EASTERN ONTARIO OUTAOUAIS
REGIONAL COUNCIL**

Attention:
Email:

Per: _____
Name:
Title:

Per: _____
Name:
Title:

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SCHEDULE A

PROPERTY LEGAL DESCRIPTION

PIN: 04370-0149 LT

PART OF LOT 19, CONCESSION 1, OTTAWA FRONT (GLOUCESTER) BEING PART 1 ON PLAN 4R-18174 SAVE AND EXCEPT PLAN 4M-1204, OTTAWA. TOGETHER WITH AN EASEMENT OVER PARTS 1, 2, 3, 4, 5, 7, 8 AND 9 PLAN 4R18688 AS IN OC249803.; TOGETHER WITH AN EASEMENT OVER PART LOT 5 PLAN 4M1204 PART 12 4R19294 AS IN OC1966092; TOGETHER WITH AN EASEMENT OVER PART LOT 5 PLAN 4M1204 PART 9 4R19294 AS IN OC1966093

Permitted Encumbrances:

1. Liens for real property taxes (which term includes charges, rates and assessments, and other governmental charges or levies) or charges for electricity, power, gas, water and other services and utilities in connection with the Property that have accrued but are not yet due and owing.
2. Minor encroachments by any of the Property over neighbouring lands which are permitted under agreements with neighbouring landowners and minor encroachments over the Property by improvements of neighbouring landowners.
3. Any subsisting reservations, limitations, provisos, conditions or exceptions contained in the original grant of the Property from the Crown.
4. Any unregistered easements for the supply of domestic utilities or telephone services to the Property.

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SCHEDULE B

DELIVERY MATERIALS

- (a) environmental assessments together with reliance letters addressed to Kindred;
- (b) all notices, of any work order, deficiency, non-compliance or requirement of any relevant governmental authority;
- (c) copies of all Permitted Encumbrances (if any) that are not registered on title to the Property;
- (d) any survey of the Property;
- (e) copies of all insurance certificates in respect of the existing insurance on or related to the Property;
- (f) all current tax assessments and tax bills relating to the Property and for the last three years, together with copies and details of any realty tax assessment appeals, if any;
- (g) details of any litigation or other claims of any nature outstanding or threatened in connection with the Property;
- (h) all contracts (including employment contracts), leases and licenses and all files related thereto;
- (i) all agreements with the City of Ottawa, or any predecessor thereof;
- (j) all development plans and zoning materials related to the Lands or any part thereof;
- (k) copies of all warranties related to the improvements on the Property; and
- (l) evidence that the Trustees and governing body of the Congregation are properly appointed, and that the business affairs of the Trustees and the Congregation are in order, including all minutes documenting the appointment of Trustees and governing body and Regional Council approval needed to enter into this Agreement.

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SCHEDULE C

TERMS OF REFERENCE OF THE PROPERTY COMMITTEE

1. Overall Purpose / Objectives

The Property Committee is intended to consult and support the planning work being undertaken by Kindred.

In performing its duties, the Property Committee will maintain effective communication and working relationships with the Trustees and with Kindred. To perform their role effectively, each member of the Property Committee will be expected to understand and uphold his or her responsibilities as outlined in these Terms of Reference. If any member of the Property Committee needs clarification at any time of his or her responsibilities this should be discussed with the Chair of the Property Committee.

2. Membership

2.1 There will be at least 4 members of the Property Committee appointed by the Congregation.

2.2 Each member should have the skills and expertise to make a valuable contribution to the Property Committee.

2.3 In the event of a vacancy occurring, the appointing party shall make an appointment to fill the vacancy.

2.4 Staff from the Kindred and/or consultants will attend and contribute to meetings of the Property Committee, acting in an advisory capacity.

2.5 A member of the Kindred staff will act as secretary to the Council.

3. Roles and Responsibilities

The Property Committee will:

3.1 Act as a sounding board for Kindred as it creates and refines the Development Plan.

3.2 Actively ask questions and provide constructive criticism on proposals for the Development Plan.

3.3 Make recommendations as to revisions to the draft Development Plan.

3.4 Seek to reflect the objectives of the Project.

3.5 Report to the Congregation.

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4. Working Methods

4.1 The Property Committee will be chaired by a person designated by it. If the Chair is unable to attend, s/he will take responsibility for asking another member of the Property Committee to chair the meeting. Meetings shall be called by Kindred on at least 20 days prior notice and held by conference call or video conference, and when appropriate, by face-to-face meetings. The agendas for meetings shall be prepared by Kindred.

4.2 Meeting papers and other relevant documentation will be made available via email or online with protected access.

4.3 Every effort will be made to allow members of the Property Committee at least one week to review supporting papers before the date of the meeting.

4.4 Meetings will be conducted in English and all papers will be written in English. Code of conduct.

The Members of the Property Committee shall:

- Act only in the best interests of the Project
- Keep confidential and not disclose, reveal or provide confidential information to any person
- Declare any conflicts of interest
- Be flexible, open-minded and willing to express concerns
- Communicate effectively and in a timely fashion
- Take responsibility for keeping informed of the business of the Property Committee including accessing resources, reading support papers, and seeking clarity if required in order to make informed decisions and to meet required deadlines
- Support and care for each other, maintaining a positive attitude and positive approach to the work of the Property Committee
- Work in co-operating with each other

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SCHEDULE D
AUTHORIZATION

DATED: _____, 2024

TO: THE CITY OF OTTAWA

RE: 42 SUMAC, OTTAWA, ONTARIO (the "Property")

The undersigned hereby authorize each of Kindred Works Inc. and United Property Resource Corporation to make:

- any and all applications for permits, licences, certificates, approvals or authorizations related to the Property or its development, demolition or redevelopment or to the occupation of the public domain in connection with same;
 - any and all land use planning and zoning amendments, applications, approvals, severances and minor variances related to the Property or its development, demolition and redevelopment and any, hearings, appeals, motions and matters related thereto; and
 - any and all requests for access to, or relating to, utilities and municipal or public services,
- and confirms their authorization of all applications and requests submitted prior to the date hereof.

MADE as of the date first above written

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SCHEDULE E

APPROVAL

TO:

RE: Letter Agreement dated ● among Kindred Works Inc., United Property Resource Corporation, The Trustees of the Rothwell Congregation of the United Church Of Canada and Eastern Ontario Outaouais Regional Council (as amended, the “**Agreement**”)

All capitalized terms herein shall have the meanings ascribed thereto in the Agreement.

The undersigned hereby approves the Development Plan which was submitted to the undersigned pursuant to the Agreement and which is dated ●.

Accordingly:

- the Property will be transferred to the Congregation Trust and from the Congregation Trust to the Limited Partnership (and registered title transferred a bare nominee and trustee) in accordance within the terms of Sections 7 and 8 of the Agreement; and
- the Lease will be entered into between the Partnership and the Trustees in accordance with Section 11 of the Agreement.
- the forms of the Lease (draft date ●) and the Limited Partnership Agreement (draft date ●) are hereby approved.

Dated the day of , 202_

**THE TRUSTEES OF THE ROTHWELL
CONGREGATION OF THE UNITED
CHURCH OF CANADA**

Per: _____
Name:
Title:

Per: _____
Name:
Title:

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**THE GOVERNING BODY OF THE
ROTHWELL CONGREGATION OF THE
UNITED CHURCH OF CANADA**

Per: _____
Name:
Title:

Per: _____
Name:
Title:

KINDRED WORKS INC.

Per: _____
Name:
Title:

Per: _____
Name:
Title:

**UNITED RESOURCE PROPERTY
CORPORATION**

Per: _____
Name:
Title:

Per: _____
Name:
Title:

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ACKNOWLEDGED AND AGREED THIS DAY OF _____, 202

**EASTERN ONTARIO OUTAOUAIS
REGIONAL COUNCIL**

Per: _____
Name:
Title:

Per: _____
Name:
Title:

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SCHEDULE F

PRINCIPAL TERMS OF THE LIMITED PARTNERSHIP AGREEMENT

This is an outline of principal terms. The Limited Partnership Agreement will include more detailed provisions.

1. **Partners:**

The Partners will initially include:

- (a) a general partner owned by Kindred (the "**General Partner**"); and
- (b) a limited partner, being the Congregation Trust (the "**Congregation Trust Limited Partner**").

When the Investor makes a commitment of capital to the Limited Partnership, it (or an affiliate thereof) shall be issued limited partnership interests and it (or an affiliate thereof) will become the owner of 50% of the issued shares of the General Partner.

If (i) the Congregation Trust ceases to be a Limited Partner or (ii) Kindred Works is no longer acting as the property manager, asset manager or development manager of the Limited Partnership, the Investor shall have the right to purchase the shares in the General Partner held by Kindred Works for nominal consideration.

2. **Decision-Making:**

Subject to decisions that are required to be made by the Limited Partners (the "**Fundamental Decisions**") all decisions will be made by the General Partner, unless they have been delegated to a development manager, asset manager, property manager and/or other service provider.

"**Fundamental Decisions**" include:

- (i) material changes to the Development Plan after it is approved
- (ii) the acquisition of additional real estate;
- (iii) contracts with any Limited Partner or an affiliate thereof, (other than the initial Service Agreements with Kindred Works);
- (iv) distributions other than as provided for in the Limited Partnership Agreement;
- (v) any changes to the limited partnership agreement, including changes to the Limited Partnership's capital structure, except as permitted hereunder or if related to non-substantive matters;
- (vi) decisions involving any permanent refinancing of the Property that exceeds a loan to value of seventy-five percent (75%);

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- (vii) any construction contract for the Project that is not either (A) a fixed priced contract with a general contractor; or (B) under a construction management arrangement with a security bond, a letter of credit or a guaranty; and
- (viii) the sale of the Property (other than pursuant to the mechanisms set forth under "Restrictions on Transfers").

3. Restriction on Transfers:

Each Limited Partner shall not be entitled to transfer their interests in the Partnership without the prior written consent of the other Limited Partner, provided however that after the earlier (i) of twelve (12) months after Stabilization of the Project and (ii) five (5) years after Heartwood becomes a limited partner in the Limited Partnership, a Limited Partner shall be entitled to send a notice to the other Limited Partner, that it wants to sell its interest and the terms it would accept with respect the sale. The other Limited Partner may elect to (a) buy all of the limited partner interest of the initiating Limited Partner; (b) consent to the sale of the initiating Limited Partner's interest to an unrelated third party; or (c) sell the Property to an unrelated third party, in each case for a cash purchase price at least equal to the offer terms.

If the non-initiating Limited Partner does not elect to purchase, the initiating Limited Partner may proceed to sell its interest in the Limited Partnership or, if the non-initiating Partner has elected to sell its interest, to cause the Limited Partnership to sell the Property, for a cash purchase price at least equal to the offer terms.

If the initiating Limited Partner owns a 75% or greater interest in the Limited Partnership, and the non-initiating Limited Partner does not elect the Purchase Option or the Tag-Along Option, the initiating Limited Partner may, in its sole discretion, elect to cause the Limited Partnership to sell the Property to an unrelated third party for a cash purchase price at least equal to the offer terms. The reference above to "a 75% or greater interest" shall be read as "more than a 50% interest" after (A) the 10th anniversary of Stabilization or (B) the Congregation Trust has transferred its interest to an arm's length purchaser).

4. Capital Contributions:

No Limited Partner shall be required to make any contributions to the Partnership unless it expressly agrees to do so.

The Agreement will provide that if any Limited Partner agrees to make capital contributions and defaults in making such capital contributions, the Partnership will have usual remedies for such default.

5. Distributions:

Cash Available for Distribution (which will be net of appropriate reserves) will be distributed to the Limited Partners, pro rata, after a distribution to the General Partner of \$1000 annually.

A side letter will be entered into between the Congregation Trust Limited Partner and the United Church of Canada in the form attached hereto as **Schedule K** to this Letter Agreement.

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6. Reporting:

The Partners shall be provided with:

- (a) an annual budget;
- (b) annual audit financial statements; and
- (c) quarterly project reports.

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SCHEDULE G

CLOSING DOCUMENTS

The closing documents will include the following:

- (i) Incorporate corporation to be the trustee of the Congregation Trust
- (ii) Settle the Congregation Trust and obtain HST number
- (iii) Incorporation the general partner of the Limited Partnership[which may also act of the nominee title holder of the Property)
- (iii) Formation of the Limited Partnership
- (iv) Execution of the Limited Partnership Agreement
- (v) Transfer of title to the Property by Trustees to nominee title holder (the “**Nominee**”)
- (vi) Nominee Agreement between Trustees and the Nominee
- (vii) Transfer of beneficial interest in the Property by Congregation to Congregation Trust
- (viii) Amended and Restated Nominee Agreement between the Congregation Trust and Nominee
- (ix) Transfer of beneficial interest in the Property from the Congregation Trust to Limited Partnership
- (x) Agreement re transfers of leases and contracts and any warranties pertaining to the Property or any portion thereof (and termination of contracts and leases not being assumed)
- (xi) Amended and Restated Nominee Agreement between the Limited Partnership and the Nominee
- (xi) Issuance of limited partner interest in the Limited Partnership to Congregation Trust
- (xii) registerable discharges of all encumbrances affecting the Property which are not Permitted Encumbrances;
- (xiii) original copies, where available, of all keys and the Delivery Materials; and
- (xiv) a certificate setting out the Limited Partnership’s registration number for HST purposes.

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SCHEDULE H

FEES TO BE CHARGED TO THE PARTNERSHIP

[NOTE: These fees are payable by the Limited Partnership]

Development Management Fee

A percentage* of hard and soft costs, payable in tranches based on milestones to be set put in the Development Management Agreement and to include 10% of the estimated fee on the submissions of the zoning application, plus applicable taxes (including HST)

- *(i) For Projects with an estimated Total Cost of less than \$30,000,000, 6% of Total Costs;
- (ii) For Projects with an estimated Total Cost of more than \$30,000,000 and less than \$50,000,000, 5% of Total Costs; and
- (iii) For Projects with an estimated Total Cost of more than \$50,000,000, 4 % of Total Costs.

Financing Fee

1% charge on all equity and debt raises (including refinancings)

Property Management Fee

market fees charged by Kindred or a third party manager for managing the Project once it is operational, plus applicable taxes (including HST)

Guarantee Fee

A market guarantee fee will be payable in respect of any guarantees provided by Eastern Ontario Regional Council Trust, \ or any other person in respect of any financing of the Project.

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SCHEDULE I
PRINCIPAL TERMS OF LEASE

Tenant	The Trustees of the Rothwell Congregation of the United Church of Canada
Landlord	Limited Partnership
Premises	The Church Lands
Use of Premises	Religious purposes and uses ancillary thereto
Term	The Expiry Date.
Construction Period	The Landlord shall provide at least [90 days'] notice to the Tenant that the Tenant is required to vacate the Premises during the construction of the Project and/or that access to the church will be impeded and thereupon the Tenant will make arrangements to allow for the construction of the Project by the Limited Partnership.
Basic Rent	\$1.00 per annum
Additional Rent	The Tenant shall pay all operating costs, utility costs, insurance, realty taxes, repairs and maintenance and replacements in respect of the Premises.
Sublicenses	The Tenant shall be entitled to sublease and license parts (but not all) of the Premises for uses compatible with the mission and vision of the United Church of Canada, provided that each sublease and license shall be terminable upon the termination of the Lease

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SCHEDULE J
RESOLUTION OF THE REGIONAL COUNCIL

2024-46

The United Church of Canada
L'Église Unie du Canada

Eastern Ontario Outaouais Regional Council
Meeting of the Executive

June 13, 2024
Zoom and teleconferencing

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SCHEDULE K
AGREEMENT TO PAY 10% TO UCC

1399-3137-9210

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SCHEDULE K
AGREEMENT TO PAY 10% TO UCC

 Appendix D

General Council Proposal Template Guide

Proposals for the General Council address issues of denominational responsibility that go beyond the bounds of regional councils. The following guide provides fuller detail and sample wording for the Proposal Template.

1. What is the issue? Why is it important?

Briefly describe (approximately four sentences) the issue and its significance.

Sample wording:

We believe God/Jesus/The Holy Spirit is calling us to:

- do something about...
- engage the topic of...
- respond to the challenge of...

2. What is happening now?

Provide a description of the current practice or policy in question, identifying/citing the source of this information.

3. What is the recommendation?

Describe how the General Council might respond to the issue.

To avoid being overly prescriptive, please offer multiple options of how the General Council might respond. Commentary may be offered on the projected outcome of adopting each option.

Sample Wording:

(Name) proposes that the General Council could:

A. Study/discuss the issue:

The General Council could be asked to have a conversation about a particular issue as an end in itself without making a policy decision or taking other action.

B. Act on the issue, which could include:

- General Council directing a policy/strategy be developed based on specified principles and parameters
- General Council adopting a policy position/strategy
- General Council encouraging/suggesting action by congregations and other communities of faith on the issue

Suggestions for wording of a policy/strategy could be offered as possibilities for consideration in the decision-making process but not as expectations of a particular outcome

4. Background information:

Provide details the General Council needs to make an informed decision on the proposal.

What is the history of this issue? What are key underlying theological, ecclesiological, missional, or justice considerations? What are the principles informing this issue?

5. How does this proposal help us to live into our church's commitments on equity?

Describe in broad terms how this proposal engages with the United Church's established principles and positions on equity.

Over the course of several years, General Council has made numerous commitments on equity such as the following:

- adopting [the United Nations Declaration on the Rights of Indigenous Peoples](#) as the framework for reconciliation between Indigenous and non-Indigenous peoples;
- adopting the [Calls to the Church](#) from the Caretakers of our Indigenous Circle as the basis for a new relationship;
- welcoming [people of all sexual orientations and gender identities](#) into full membership and ministry in the church;
- committing to becoming [an intercultural church](#);
- committing to becoming an open, accessible, and barrier-free church, where there is [full participation of people with disabilities](#);
- working towards functional bilingualism and [ensuring that Francophone ministries are an integral part of the church's identity, mission, and vision](#);
- [opposing discrimination](#) of any kind on the basis of identity; and,
- developing an anti-racism policy and committing to becoming an [anti-racist denomination](#).

Who has been consulted in the development of the proposal? Was the proposal developed "with" people, or "on behalf of" people? What might be the impact of this proposal on people and communities? Who is advantaged and who is disadvantaged by this approach?

For the body transmitting this proposal to the General Council:

Please select the appropriate option and provide the key discussion points for items being forwarded to the General Council:

- Agree*
- Disagree without forwarding to the General Council*
- Disagree and forwarding to the General Council*
- Take no action at this time*

Comments _____

Include points of discussion that may be helpful to the General Council in its deliberations. If forwarding without agreement, please provide the reasons why the transmitting body is doing so. Further remarks from regional councils can identify alternative options.

Who will present (by prerecorded video) this proposal on behalf of the originating body that adopted it?

Email contact:

If you have questions regarding this proposal, please send them to: GC45@united-church.ca

A Brief Primer on Process for General Council 45

Individuals, communities of faith, networks, and clusters of the United Church may submit a proposal to their respective Regional Council for consideration.

The Regional Councils will then take ownership of the proposal, with full ability to make revisions and changes, and either forward it to General Council with agreement or disagreement (providing rationale why the Regional Council is sending a proposal with which it disagrees) or by taking no action at this time.

Similar to General Councils 43 and 44, General Council 45 will take a multi-phase approach of Learning, Discussing, and Deciding over the course of three months.

Learning and Discussion sessions will occur on-line during the month of June.

The Learning phase will focus on clarity and understanding the proposal through webinars and on-line videos provided by the proposal originator (or designate). Facilitated Discussion groups will engage the merits of the proposal offering comments, affirmations, and revisions through on-line conversation. Discussion groups are expected to consider every proposal and note takers will record comments of support, dissent, suggested revisions.

The Facilitation Group (or "Way Forward" Team) will consider all the information provided by the Discussion groups on every proposal and offer a way forward that may include a new, refined proposal that reflects the wisdom of the body.

Decision sessions will occur during the convened hybrid sessions of August 7-12, 2025, wherein the General Council's response to the proposals will be moved, debated, refined, and voted upon, using a consensus model as much as possible, non-binding warm/cool indicators, and Bourinot's Rules of Order.

[PROPOSAL NAME]

Origin: [Name]

4. What is the issue? Why is it important?

Briefly describe (approximately four sentences) the issue and its significance.

5. What is happening now?

Provide a description of the current practice or policy in question, identifying/citing the source of this information.

6. What is the recommendation?

Describe how the General Council might respond to the issue.

7. Background information:

Provide details the General Council needs to make an informed decision on the proposal.

8. How does this proposal help us to live into our church's commitments on equity?

Describe in broad terms how this proposal engages with the United Church's established principles and positions on equity.

For the body transmitting this proposal to the General Council:

Please select the appropriate option and provide the key discussion points for items being forwarded to the General Council:

- Agree
- Disagree without forwarding to the General Council
- Disagree and forwarding to the General Council
- Take no action at this time

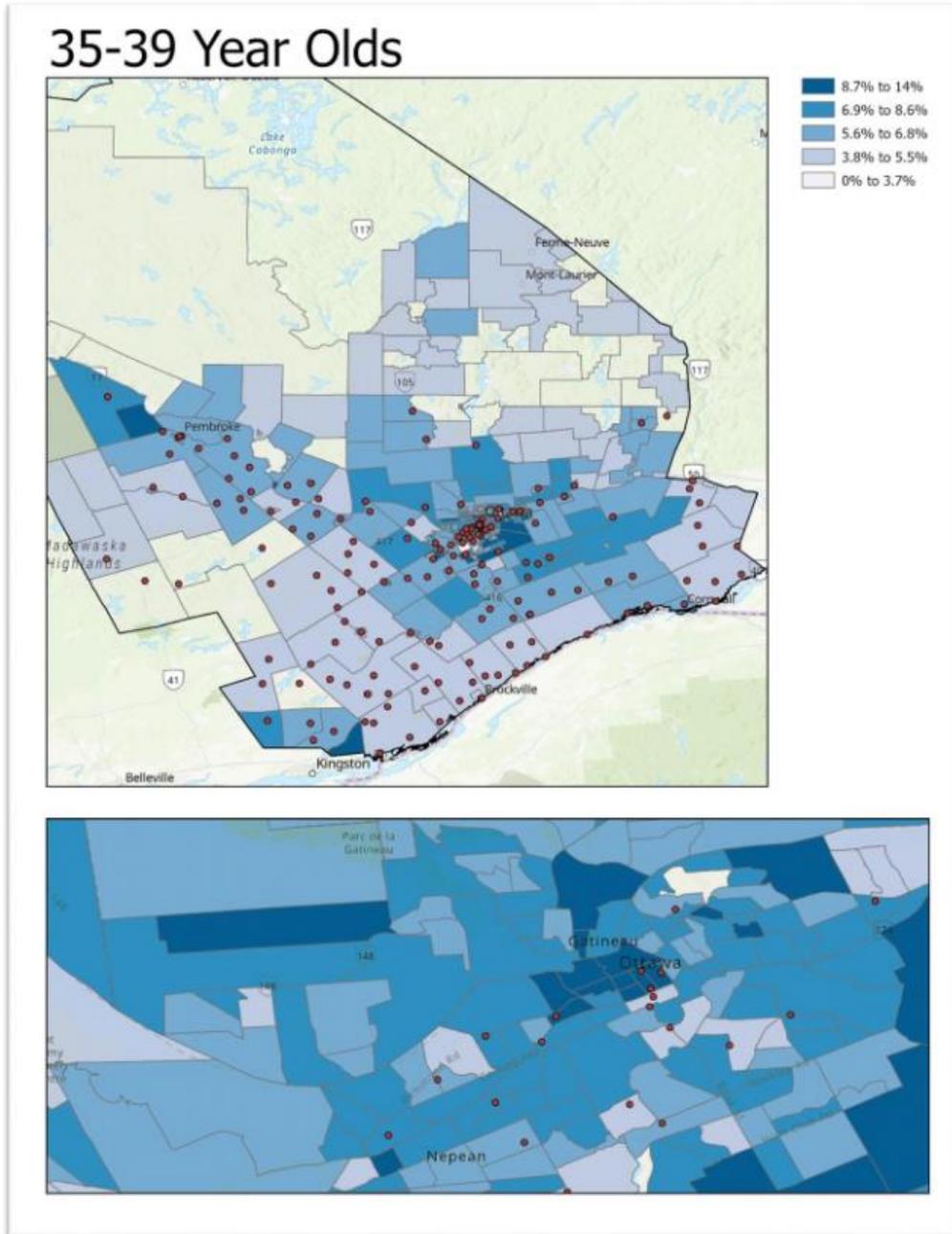
Comments _____

Who will present (by prerecorded video) this proposal on behalf of the transmitting body?

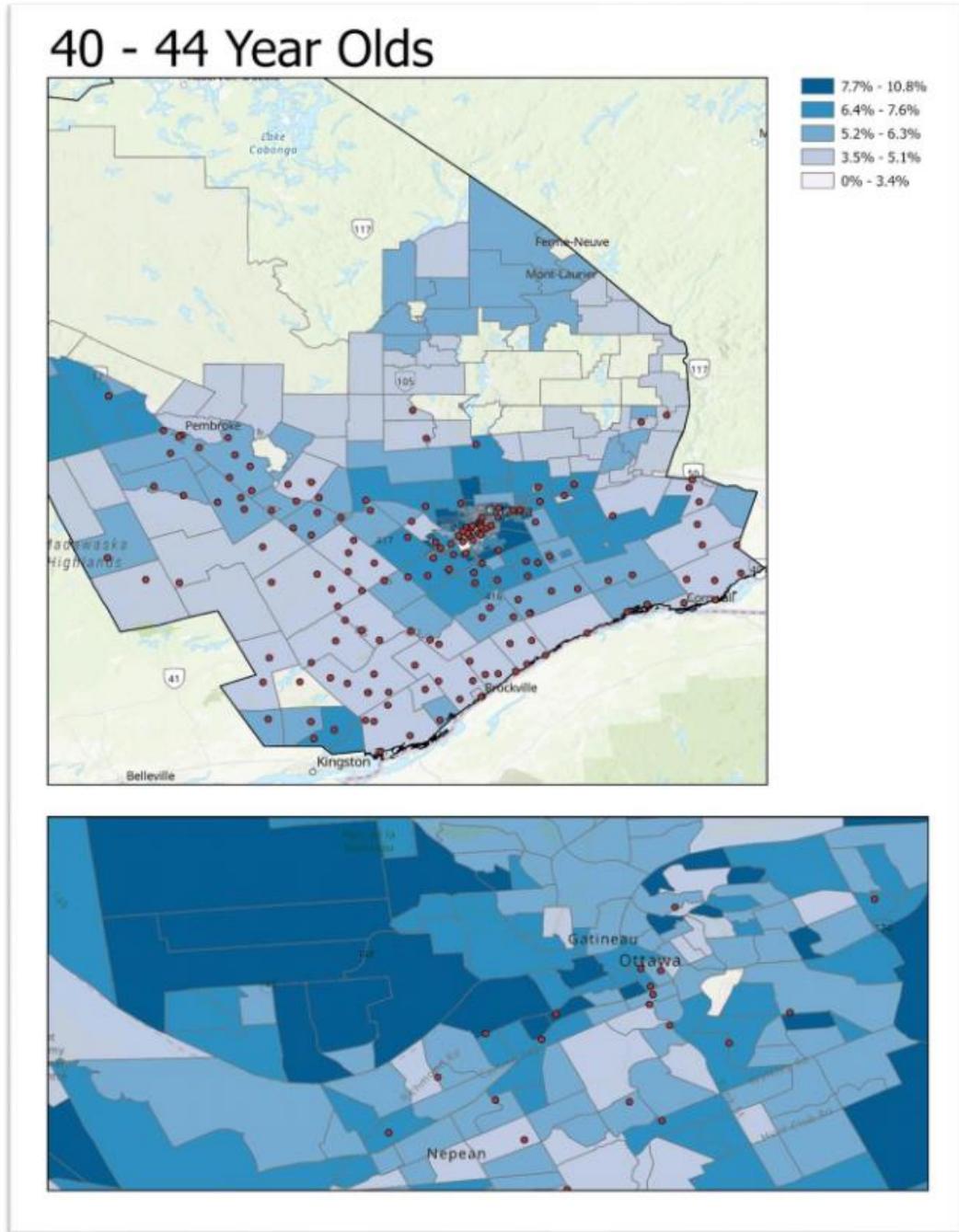
Email contact:

If you have questions regarding this proposal, please send them to: GC45@united-church.ca

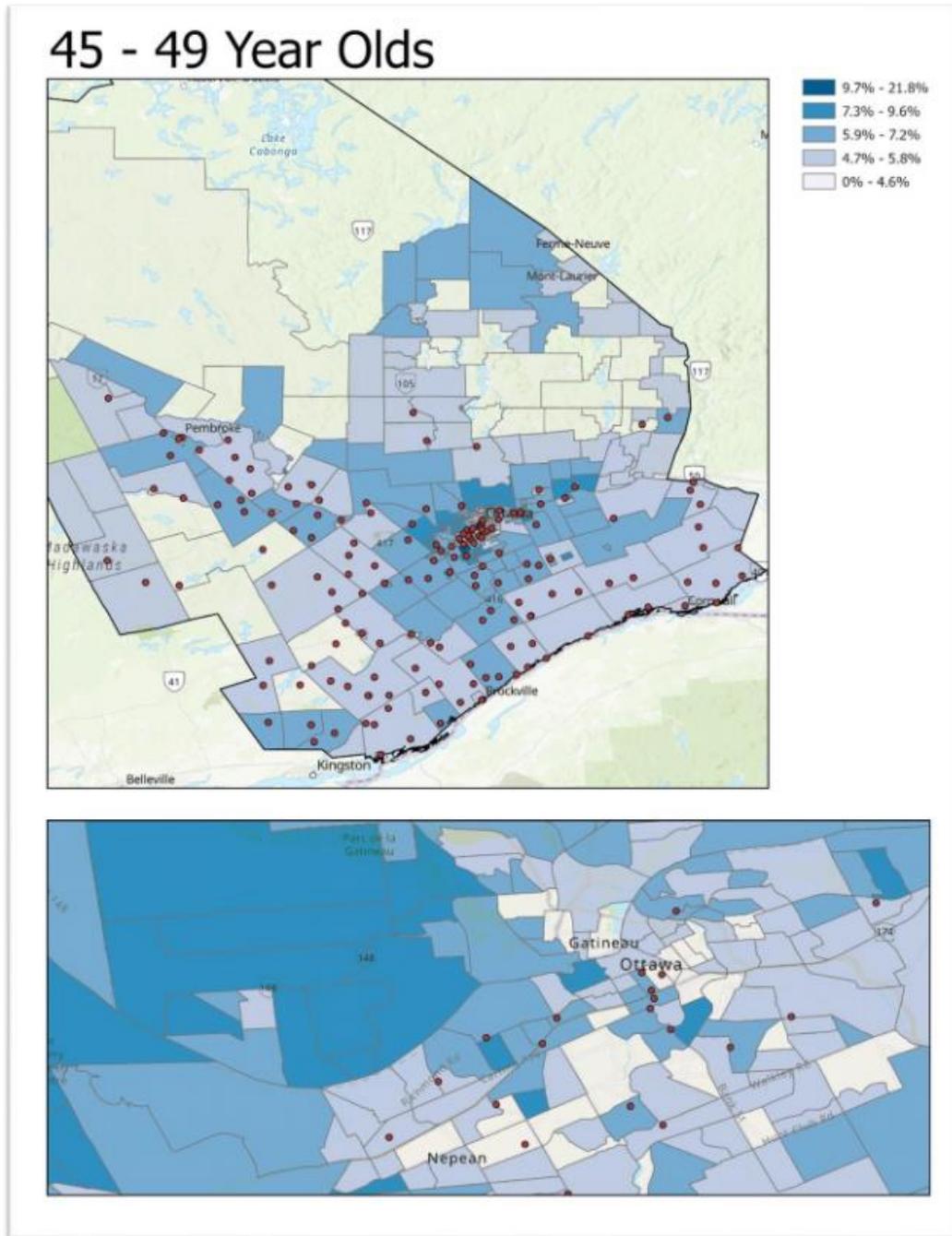
Appendix E¹



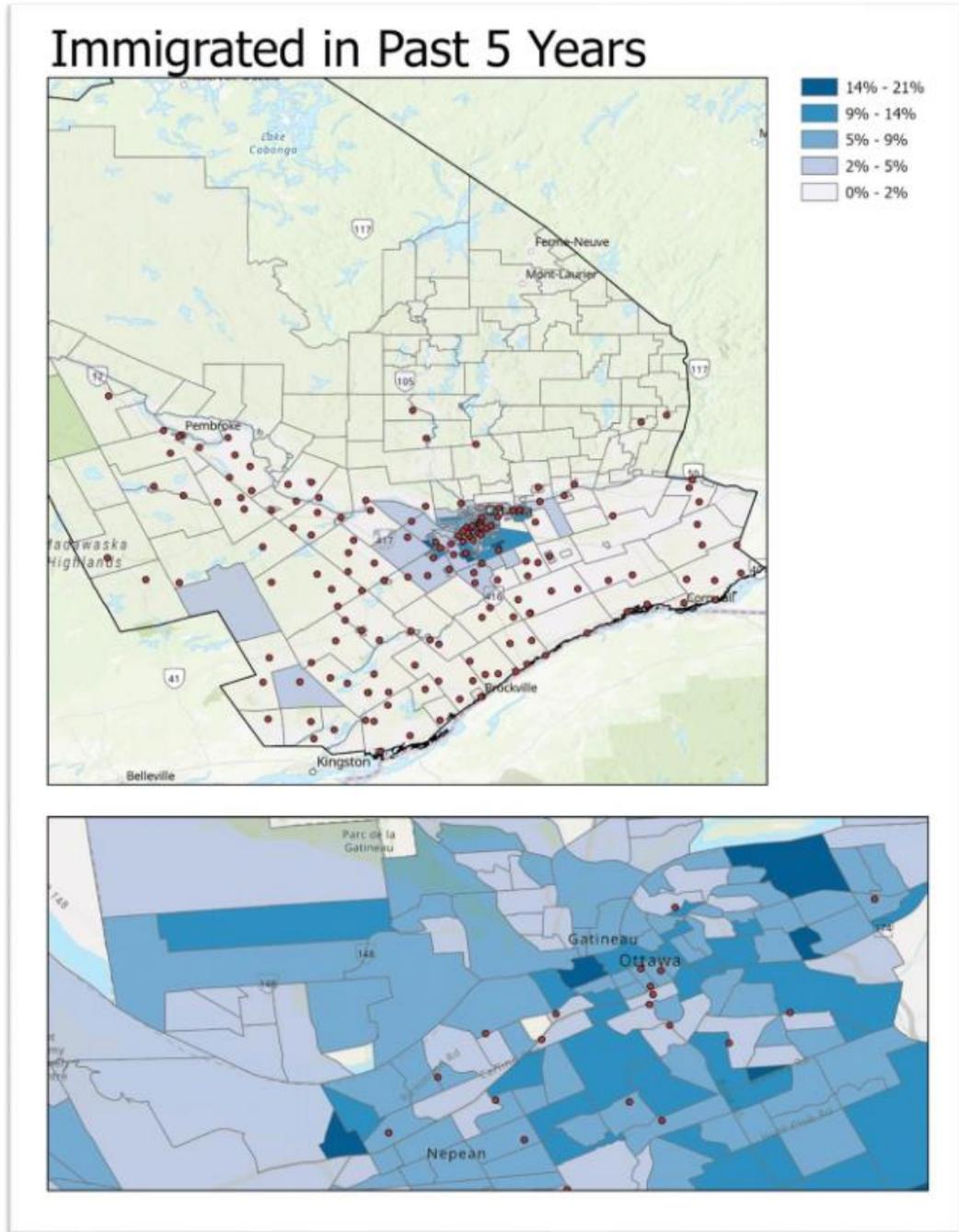
1 - Percentage of total population in each neighbourhood that is between the ages of 35 and 39.



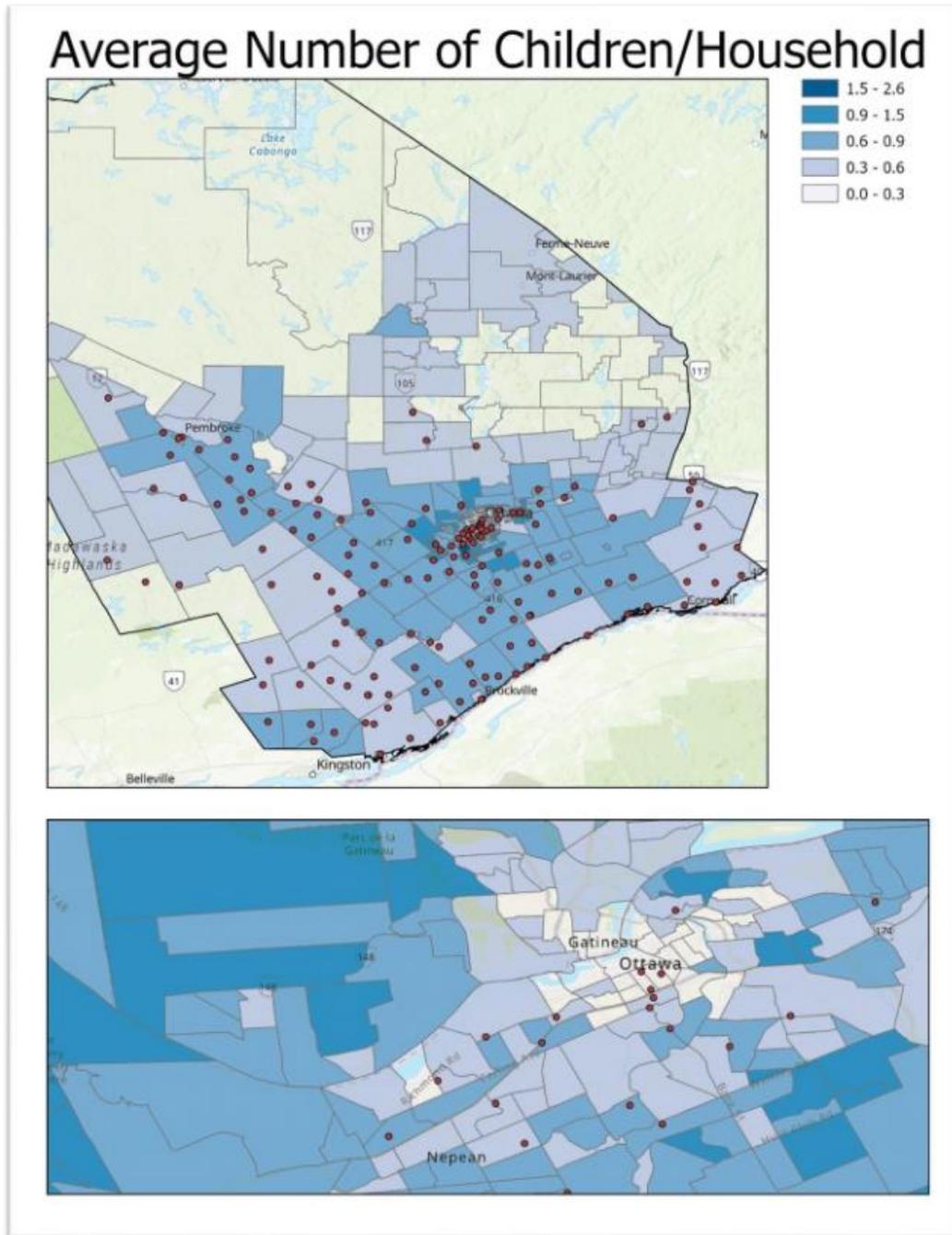
2 - Percentage of total population in each neighbourhood that is between the ages of 40 and 44.



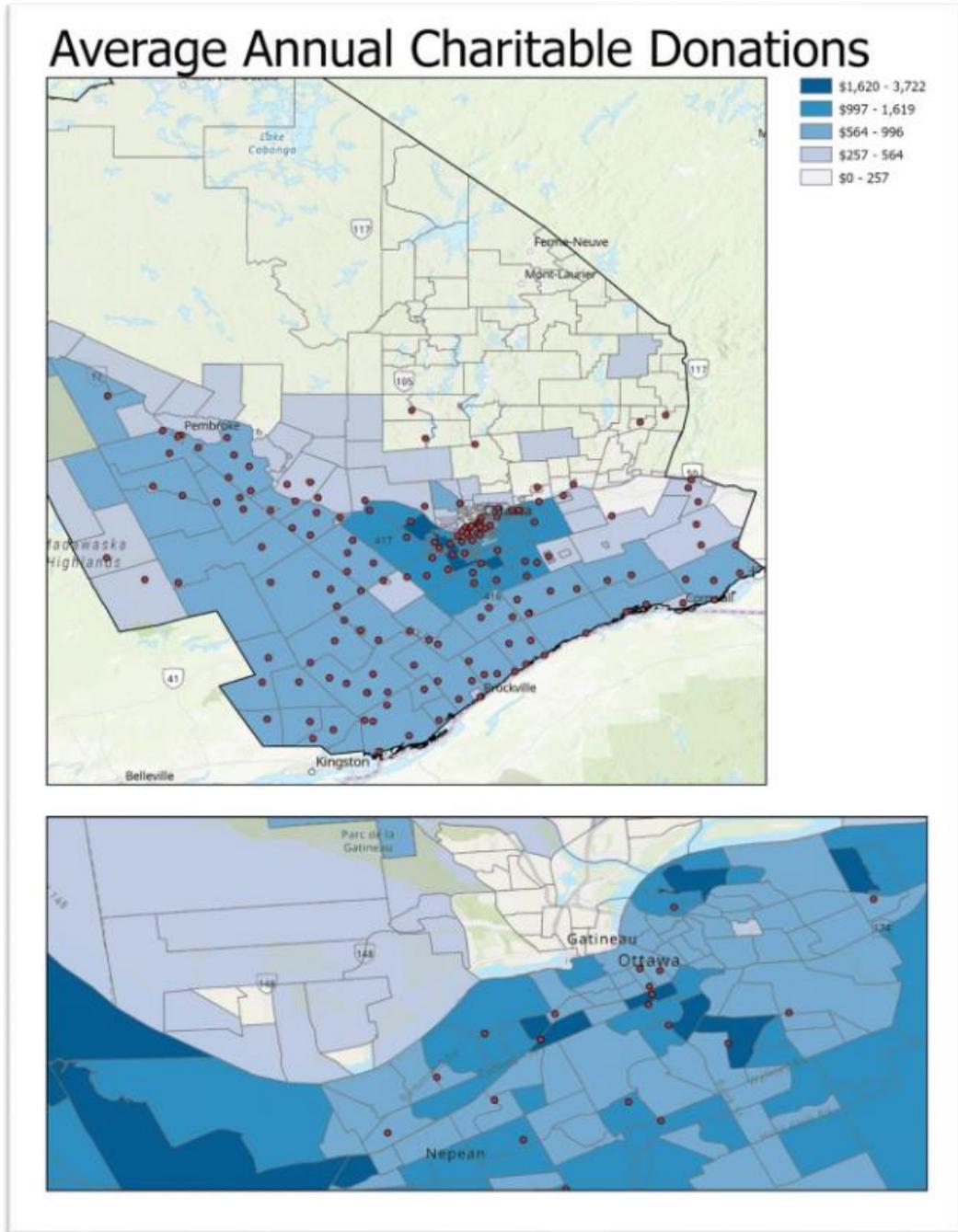
3 - Percentage of total population in each neighbourhood that is between the ages of 45 and 49



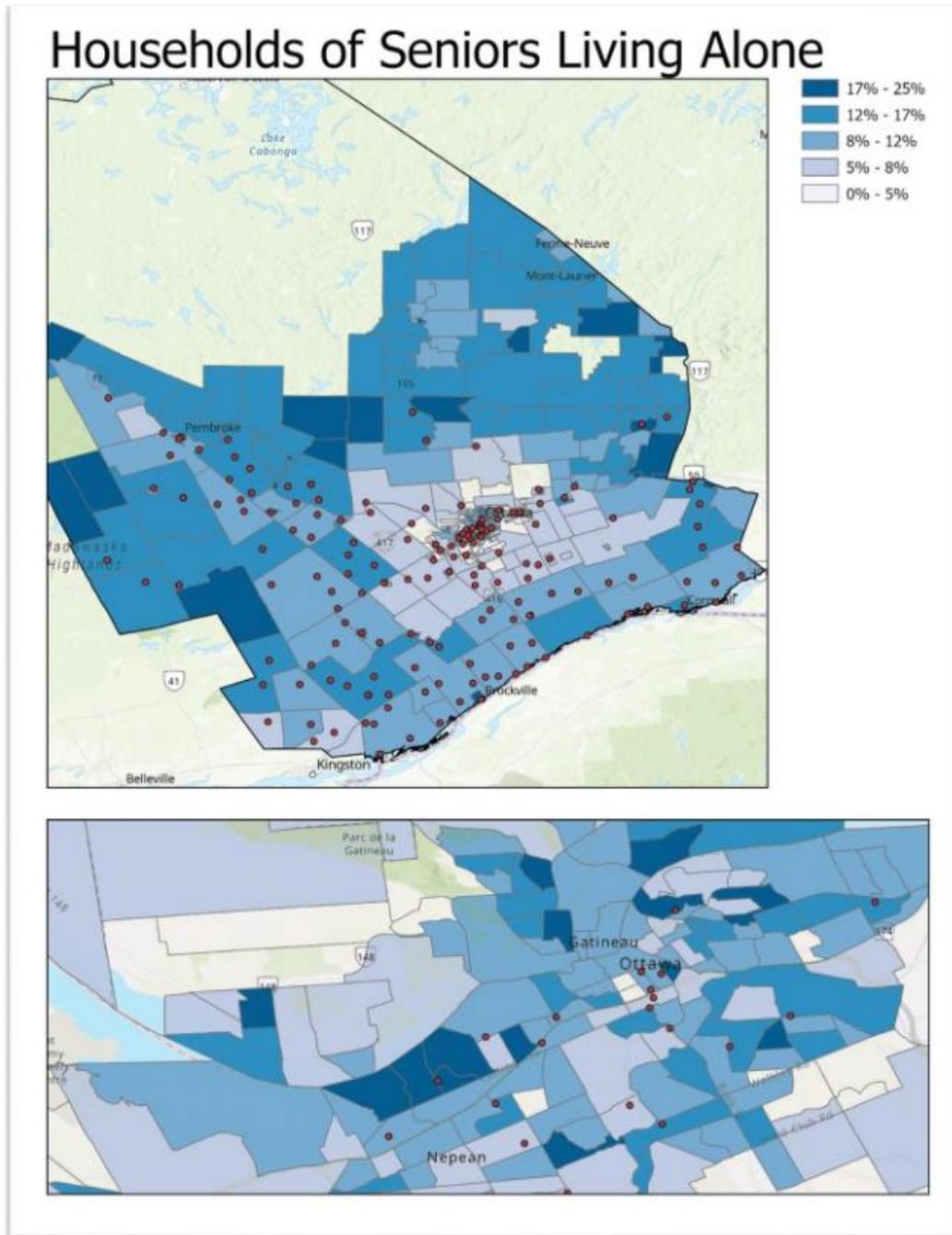
4 - Percentage of total population in each neighbourhood that immigrated to Canada between 2018 and 2023



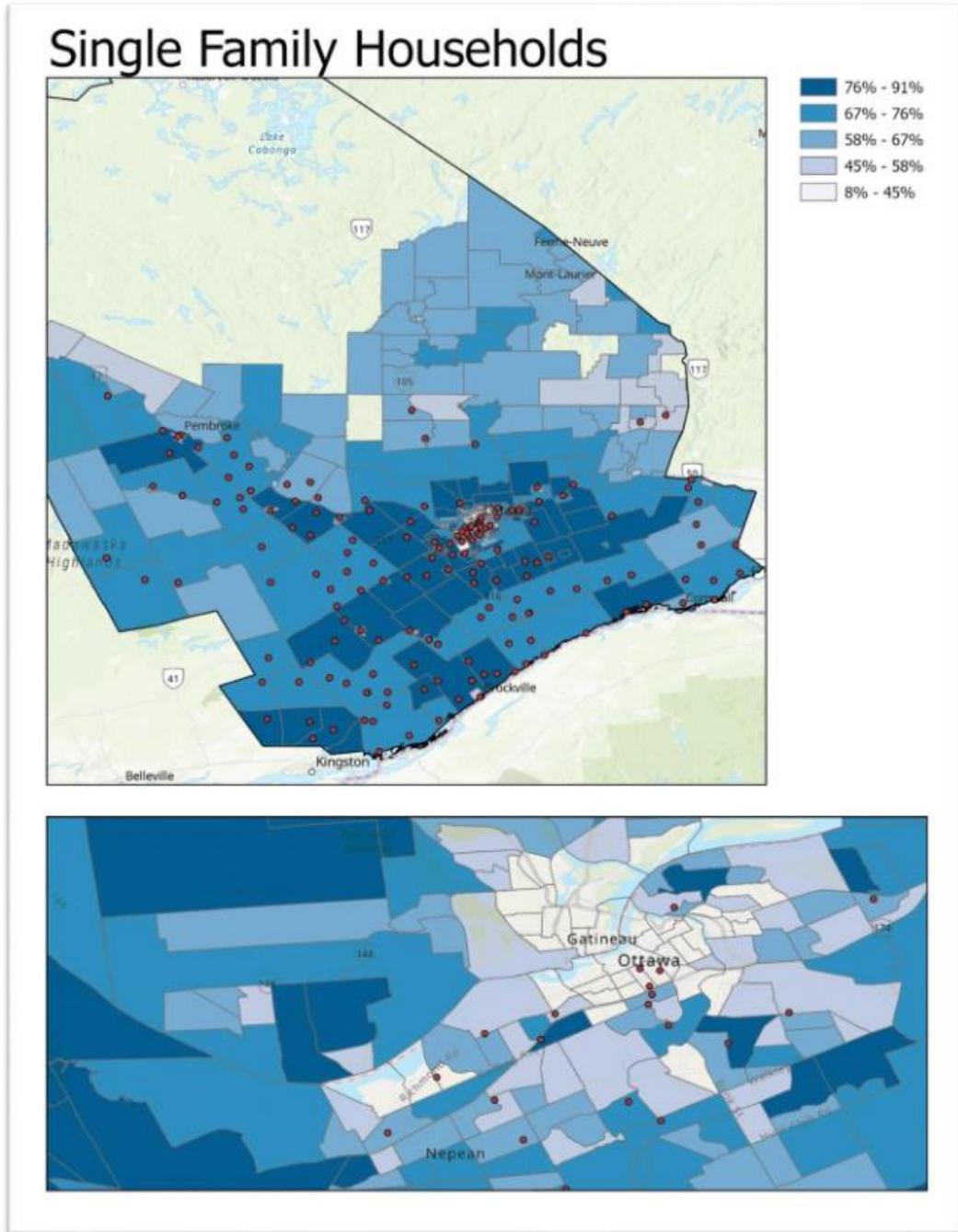
5 – Average number of children per household in each neighbourhood.



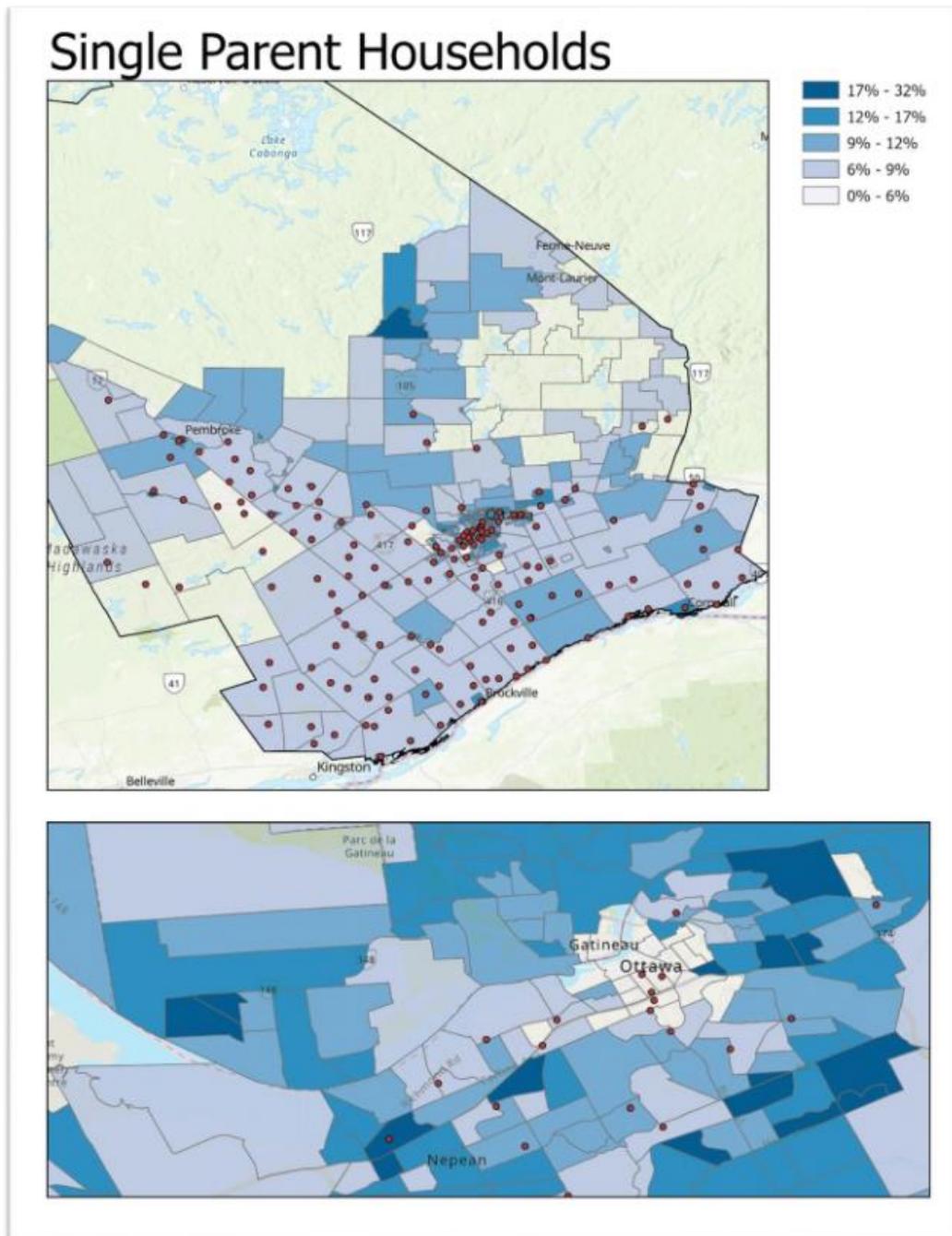
6 - Average annual charitable donations by individual in each neighbourhood.



7 - Percentage of households in each neighbourhood that are seniors 65+ living alone.

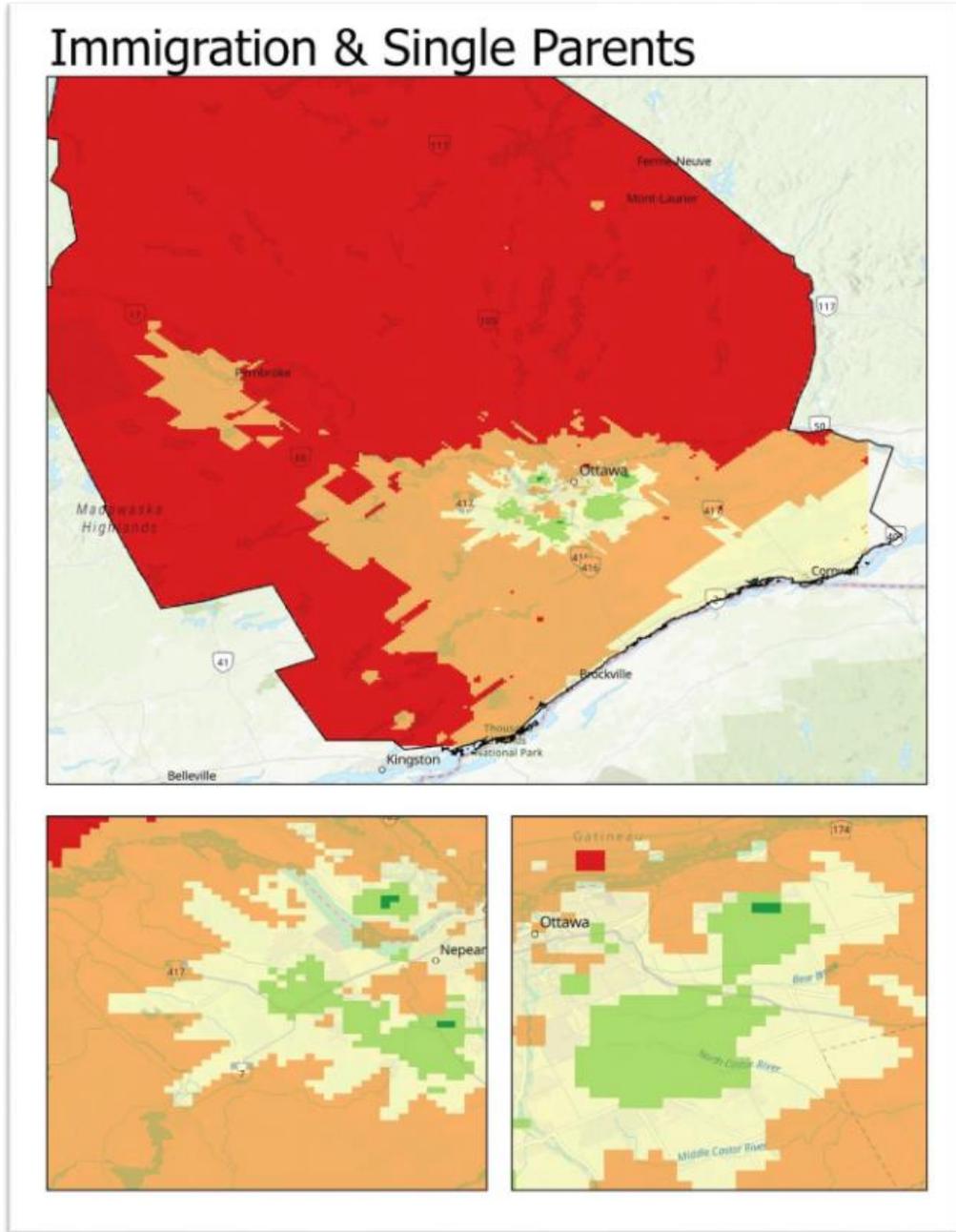


8 - Percentage of households in each neighbourhood that are single family households.

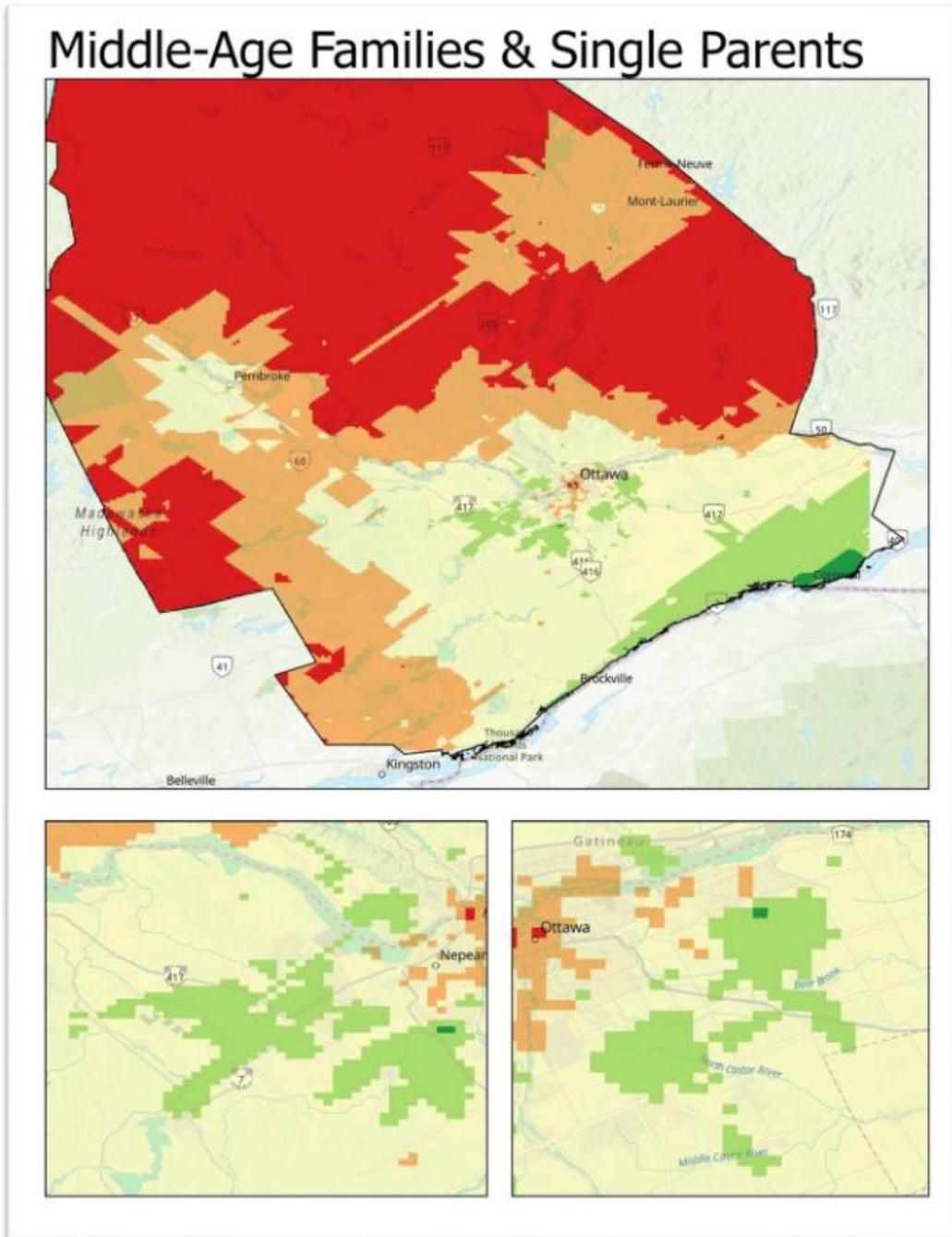


9 - Percentage of households in each neighbourhood that are single parent households.

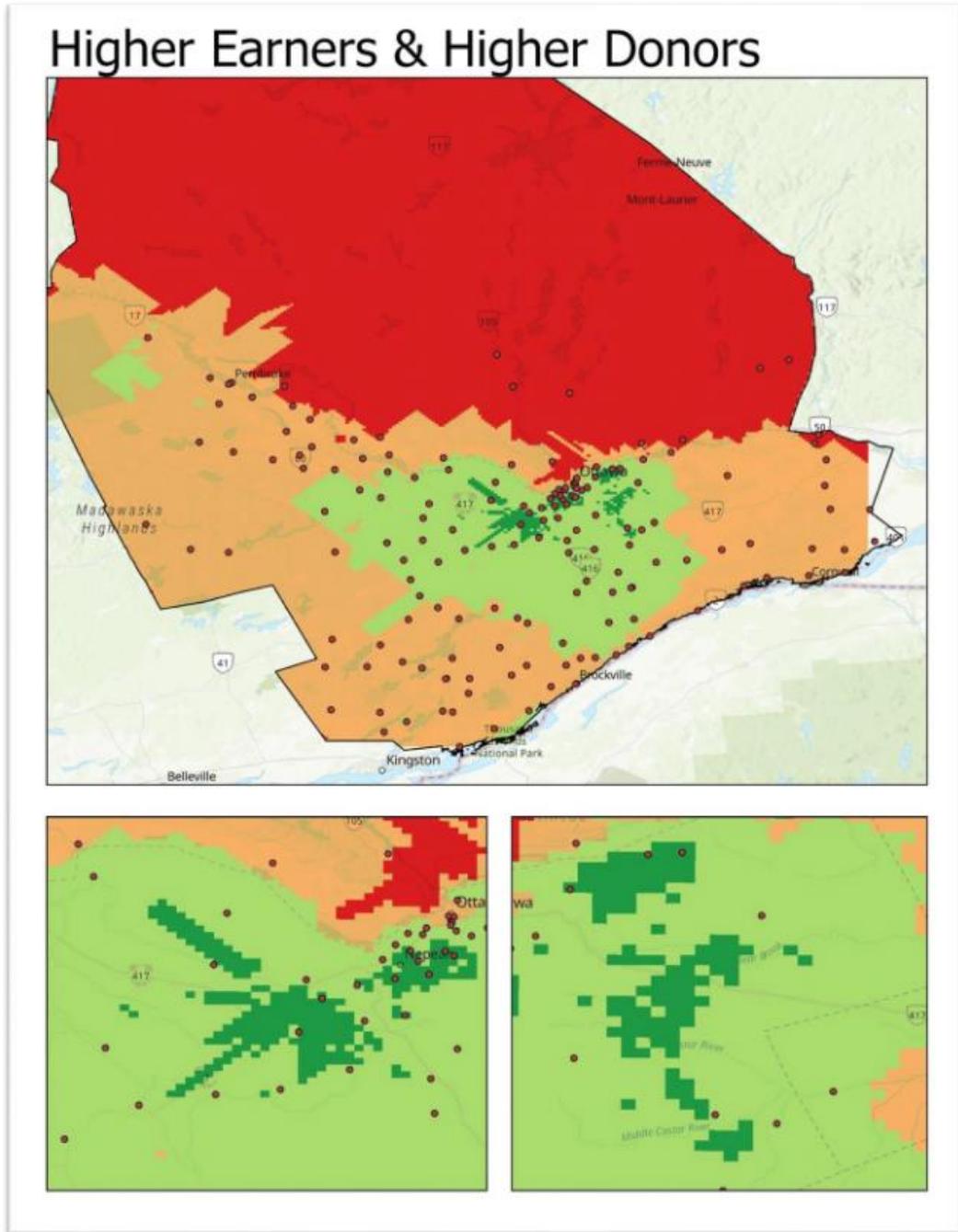
Appendix E²

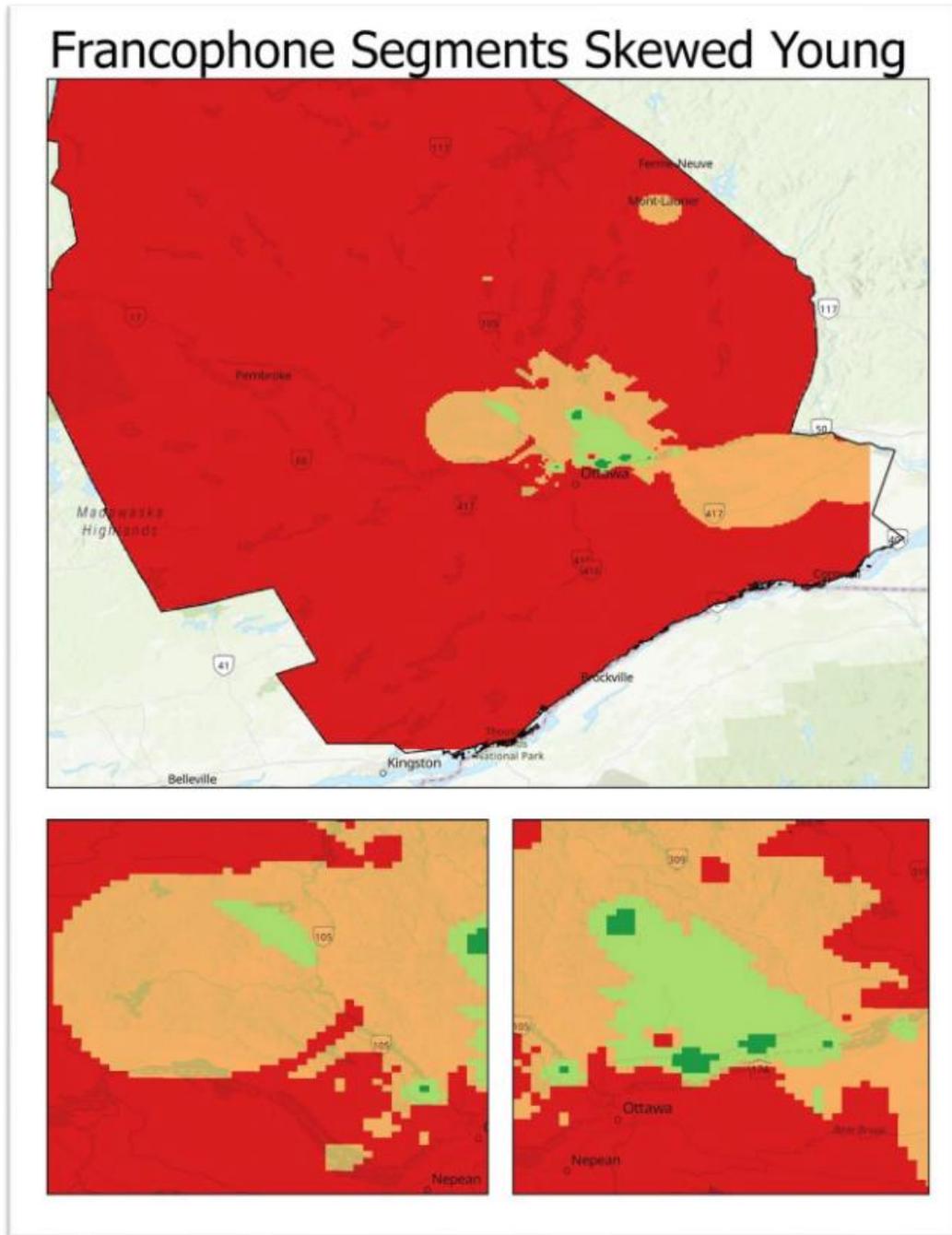


1 - Likelihood of finding new Canadians (immigration in past 5 years) who are single parents.
(High=green > yellow > orange > red=low)

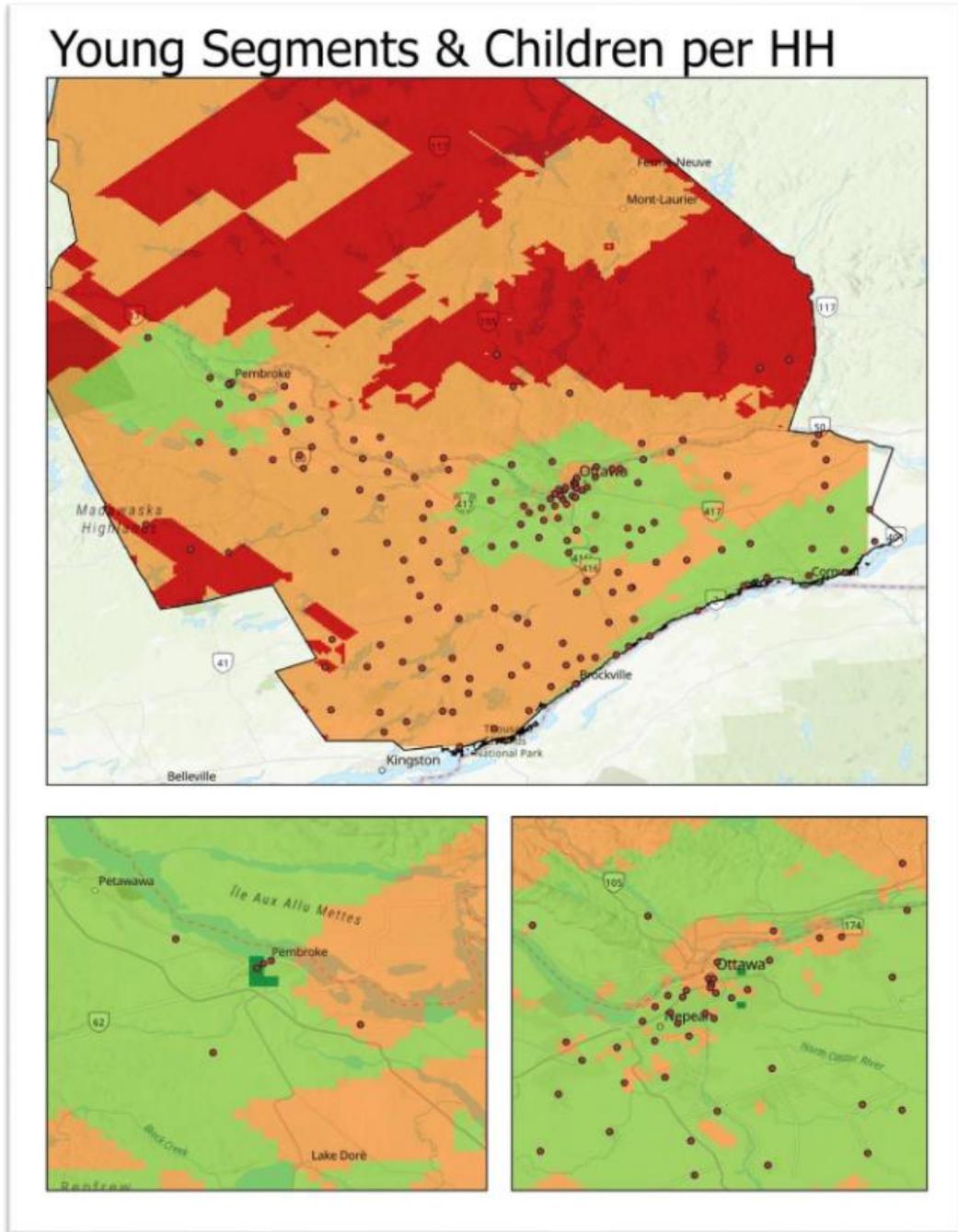


2 - Likelihood of finding middle-age families with single parents. (High=dark green > light green > yellow > orange > red=low)

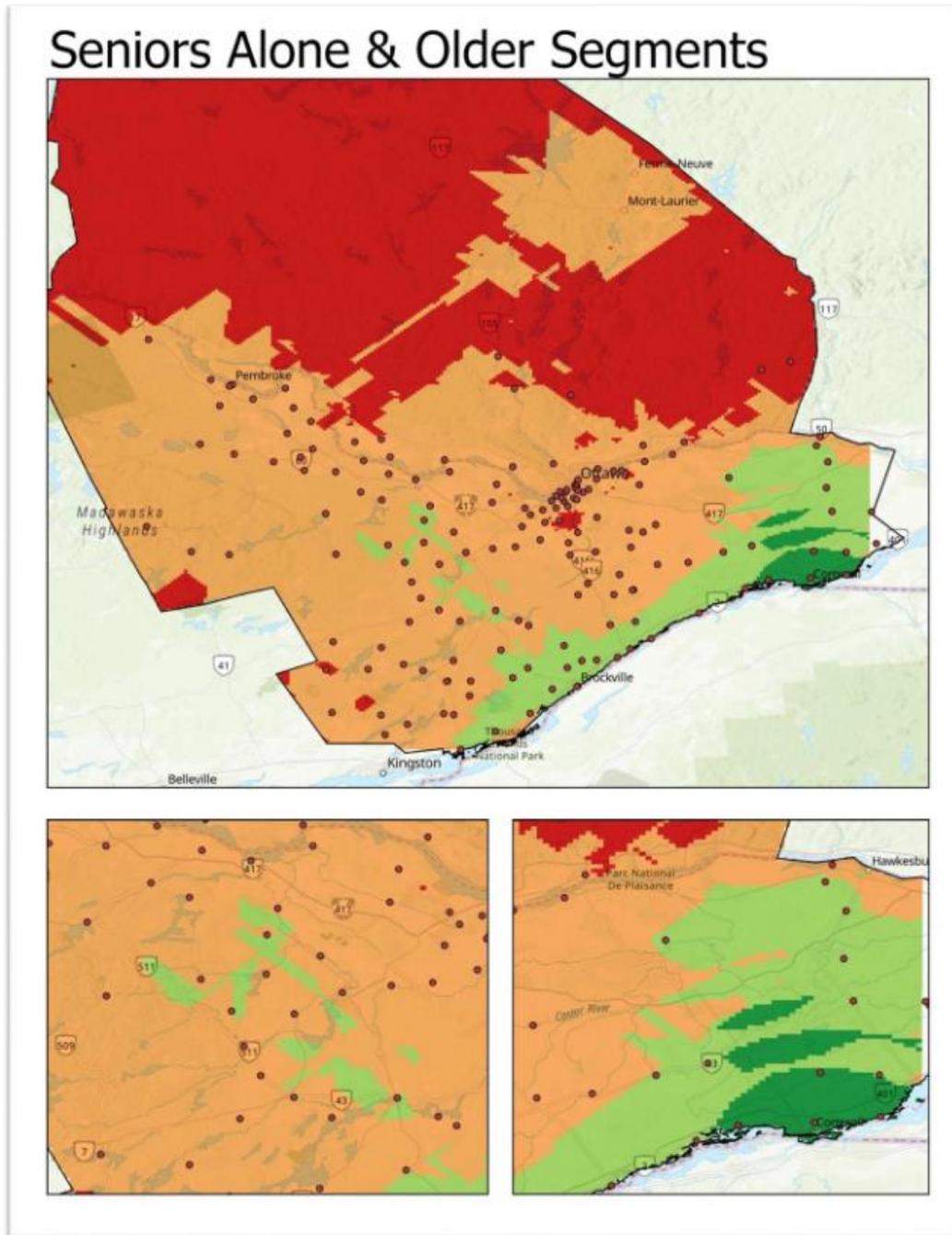




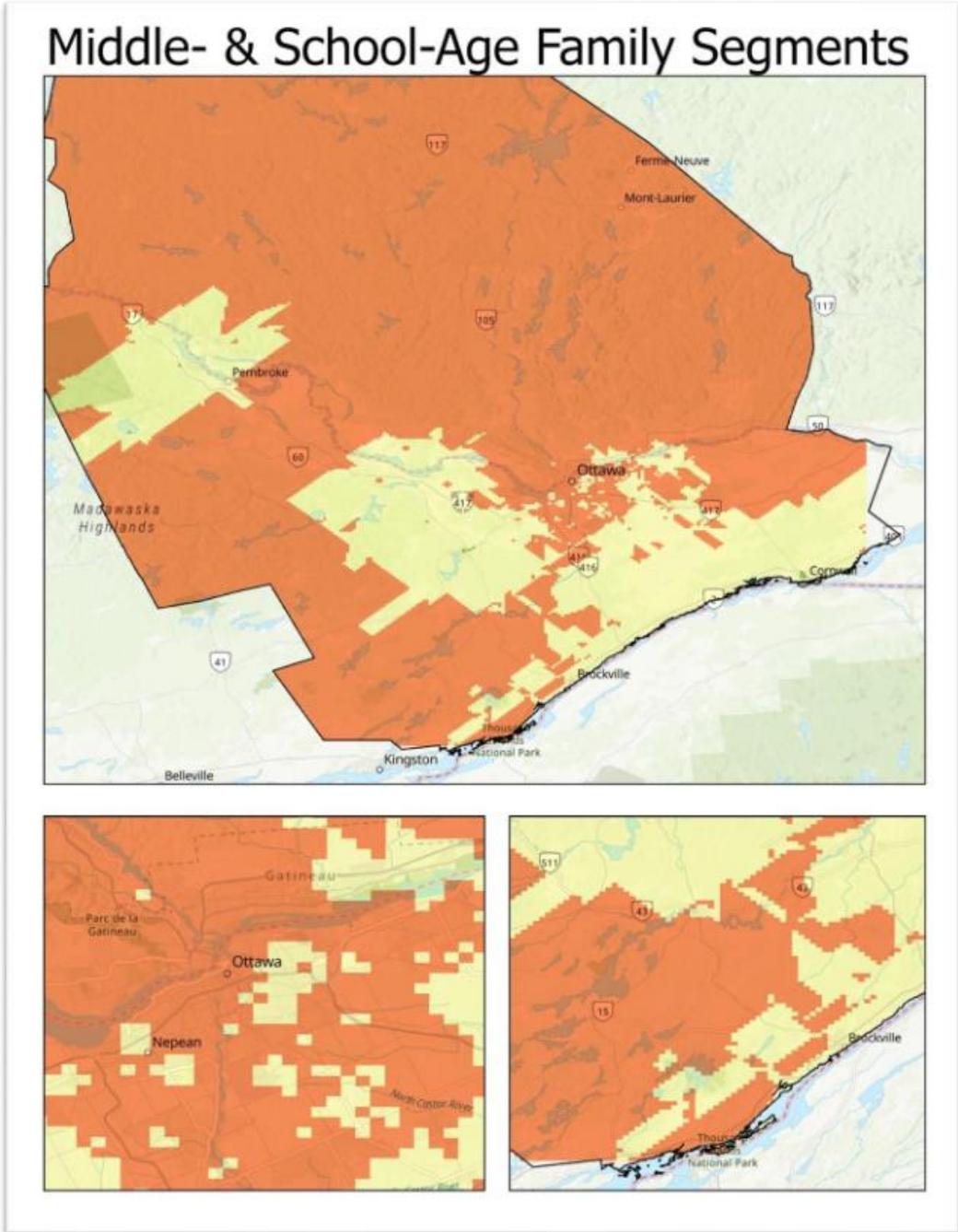
4 - Likelihood of finding Francophone segments (Familles Typiques & Patrimoines Ruestiques) skewed younger. (High=dark green > light green > orange > red=low)



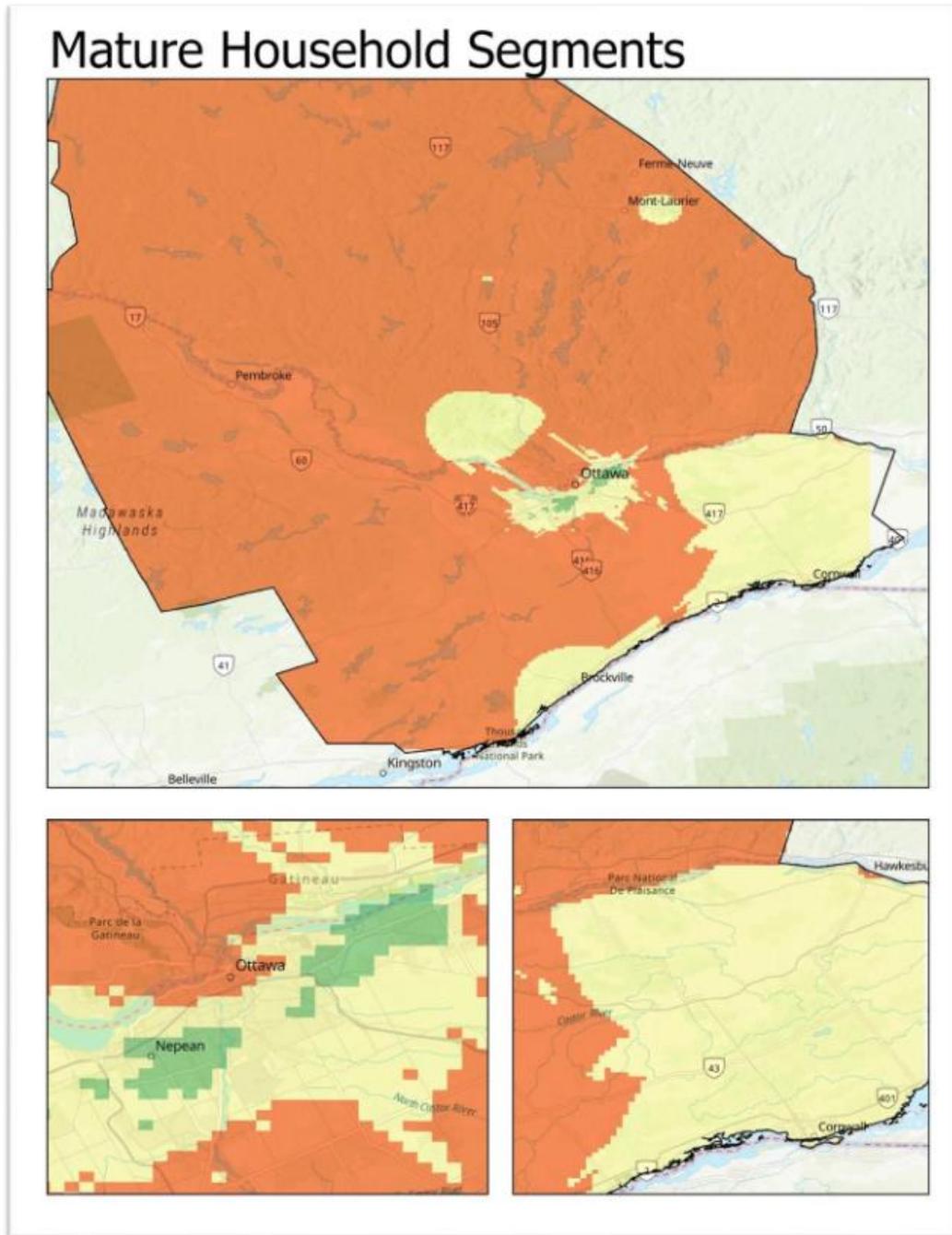
5 - Likelihood of finding a household with a younger segment (Friends & Roomies, Keep on Trucking) and younger demographics. (High=dark green > light green > orange > red=low)



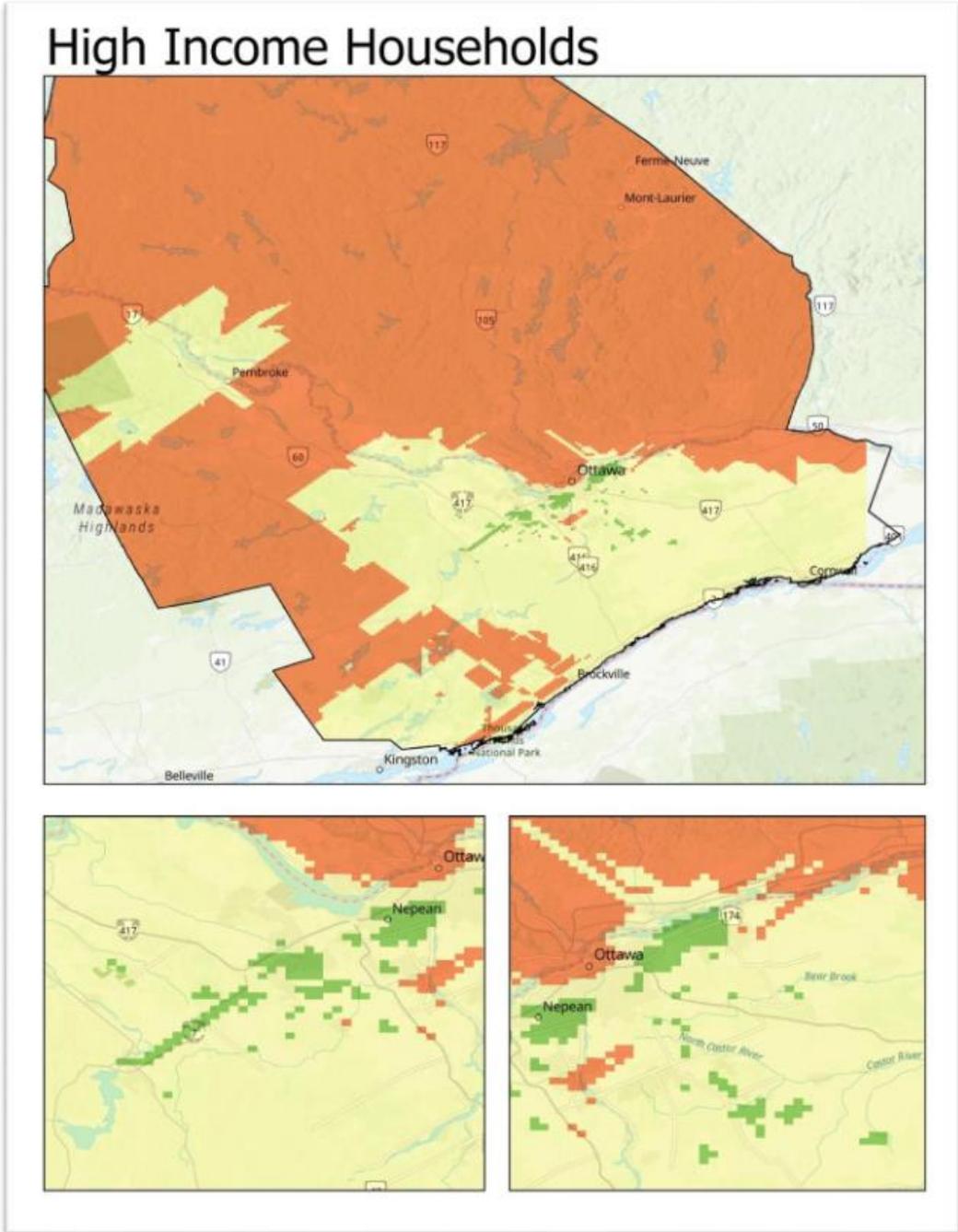
6 - Likelihood of finding seniors living alone and older segments (Mature & Secure, Mid-City Mellow, Patrimoine Rustique, Silver Flats). (High=dark green > light green > orange > red=low)



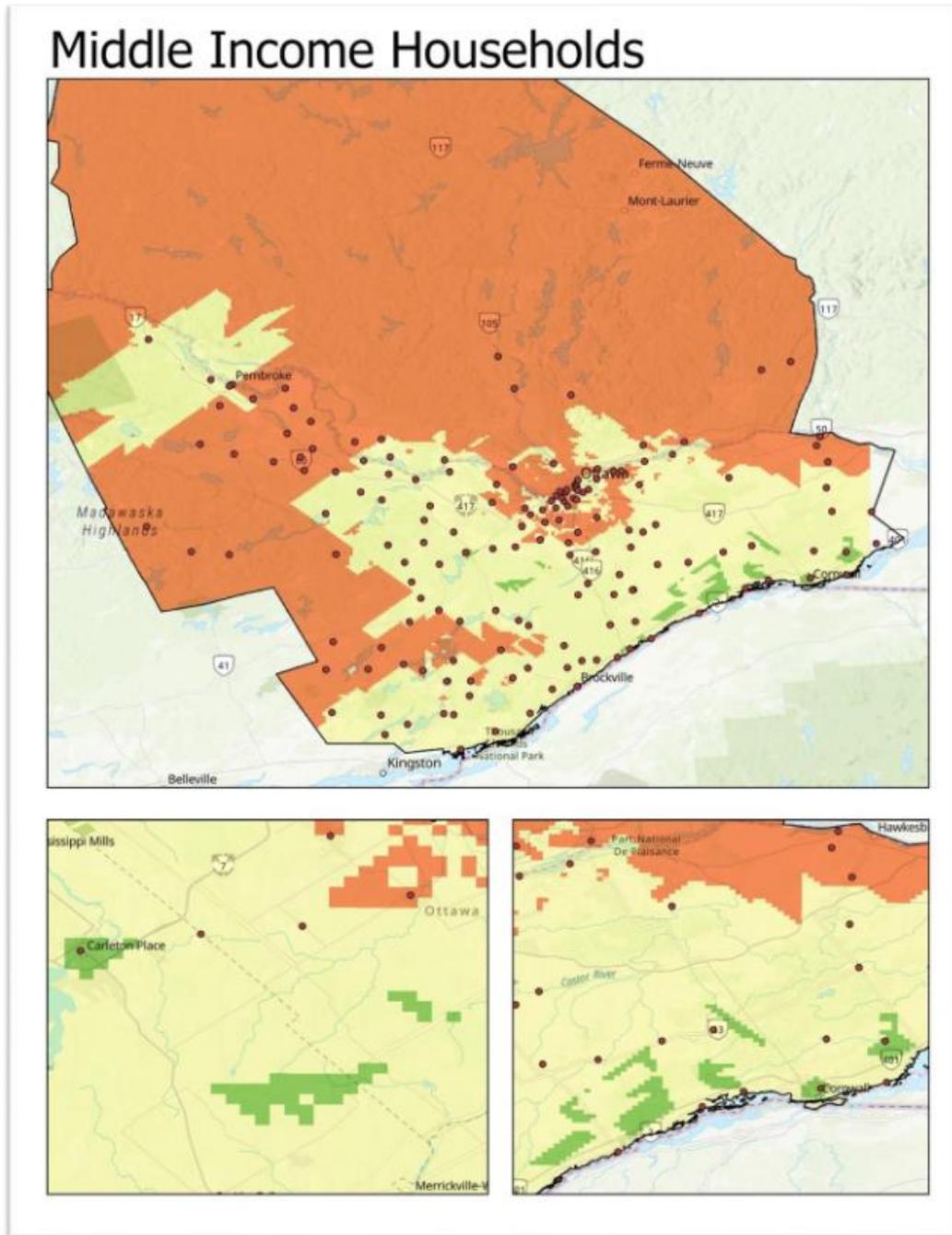
7 - Likelihood of finding middle-age and school-age family segments. (High=green > yellow > orange=low)



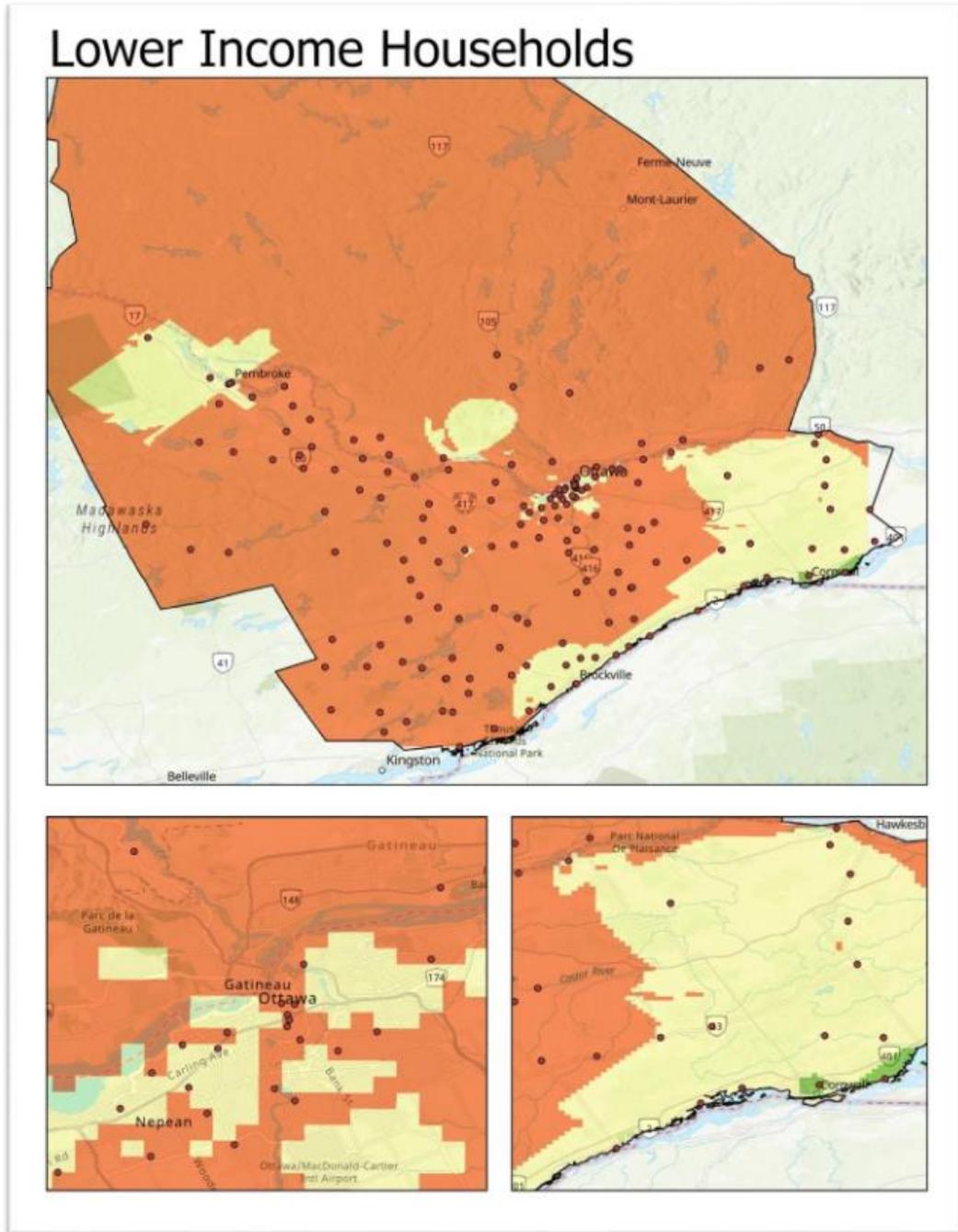
8 - Likelihood of finding mature household (Mature & Secure, Mid-City Mellow), Patrimoine Rustique, Silver Flats). (High=green > yellow > orange=low)



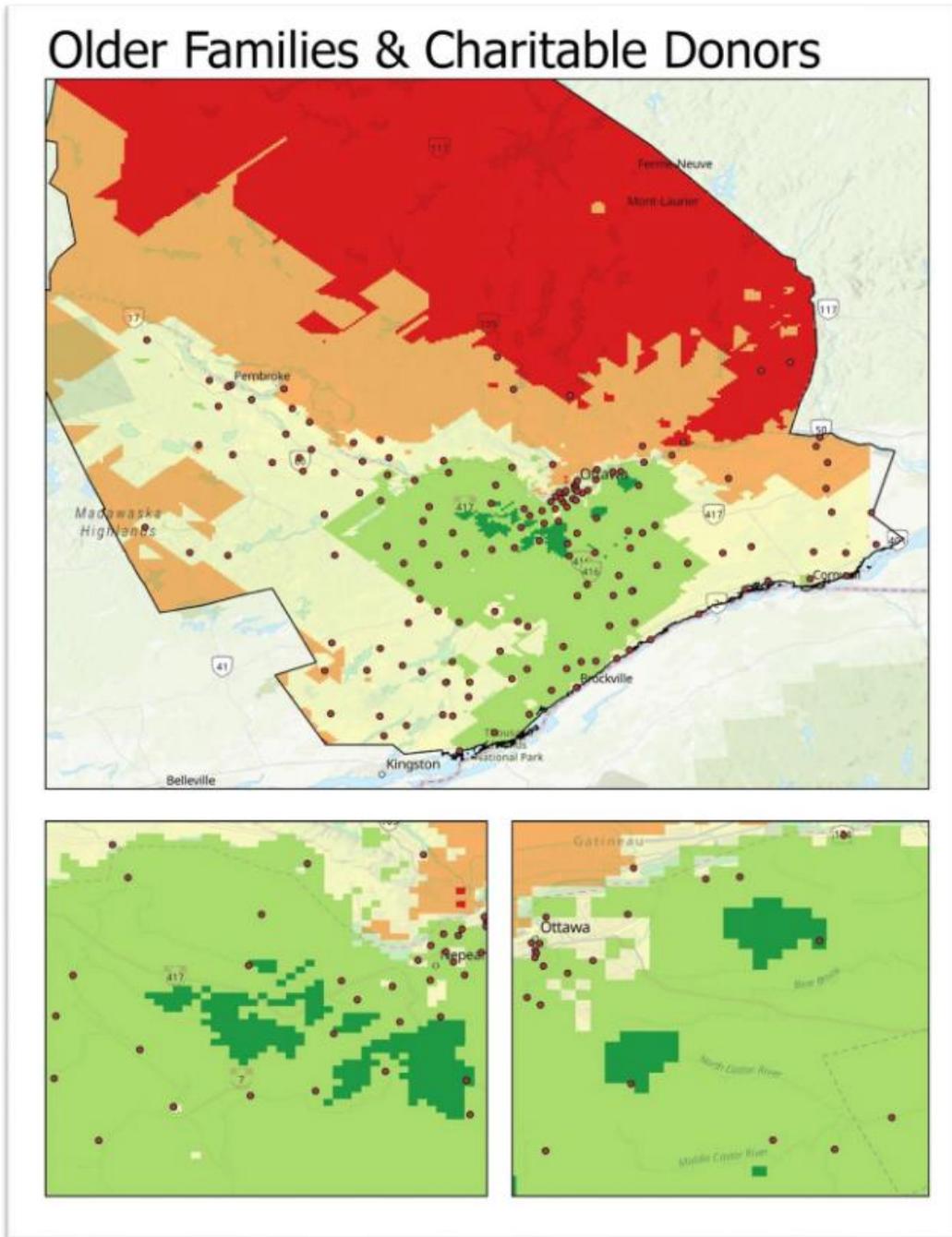
9 - Likelihood of finding high income households (High=green > yellow > orange=low)

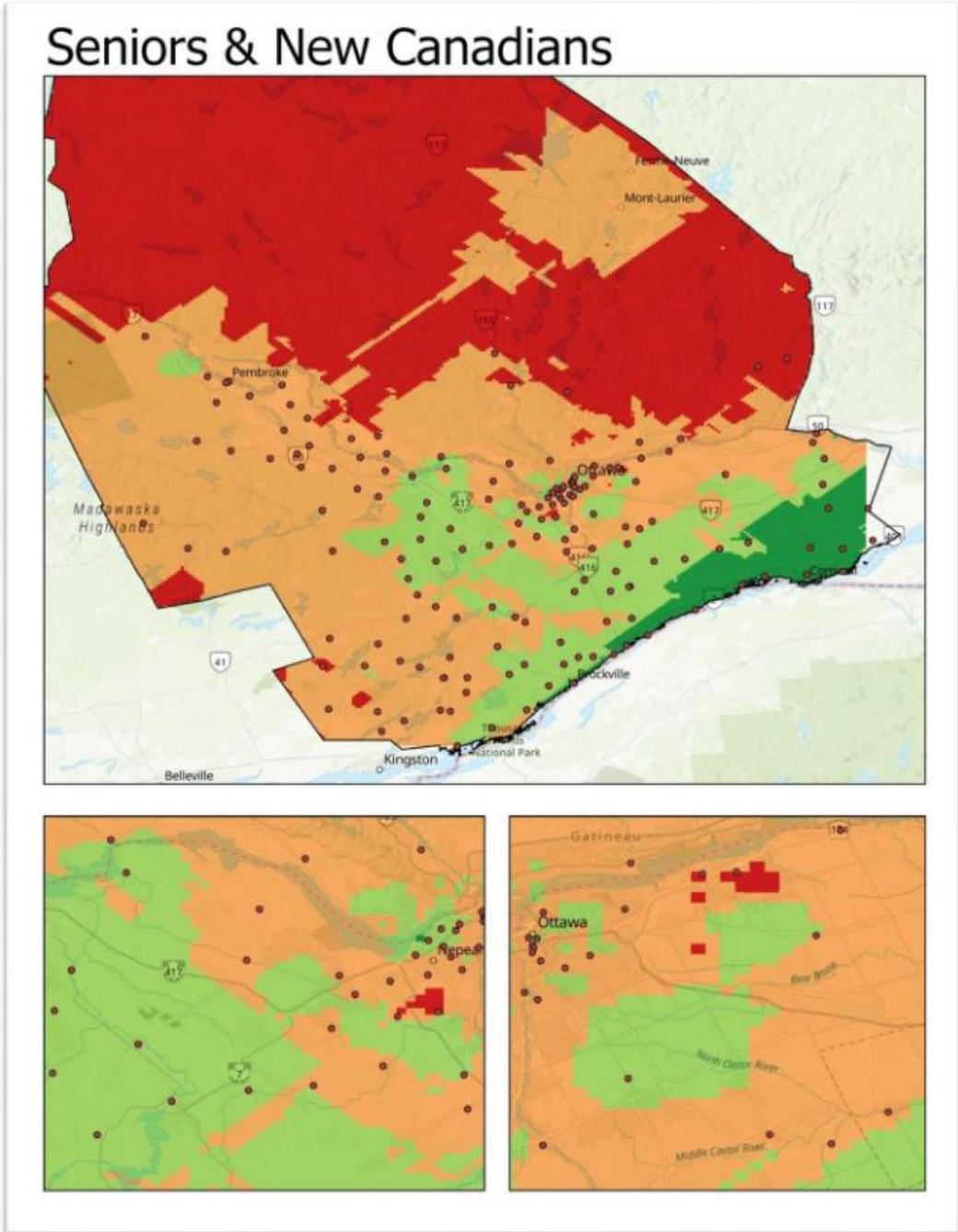


10 - Likelihood of finding middle-income households. (High=green > yellow > orange=low)



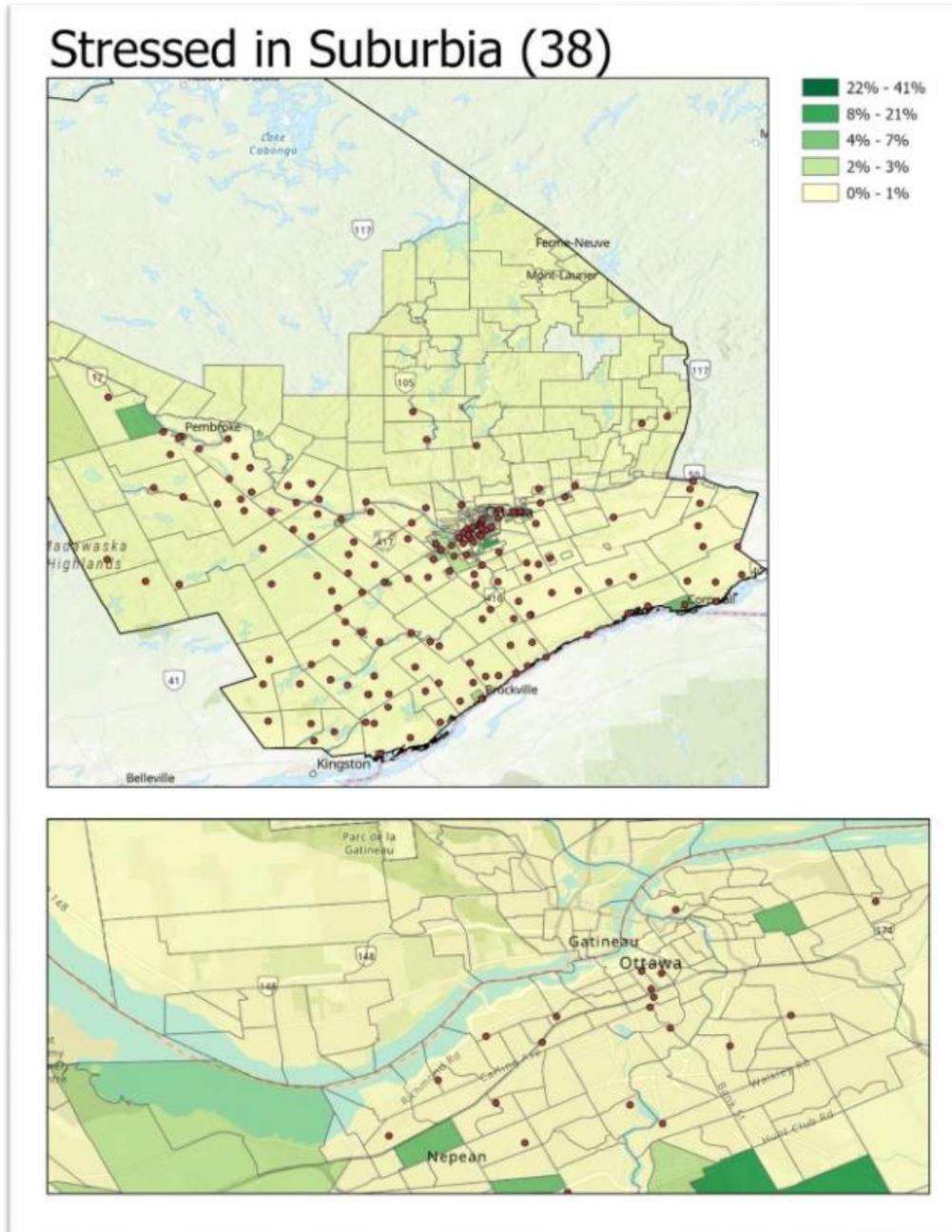
11 - Likelihood of finding lower income households. (High=green > yellow > orange=low)



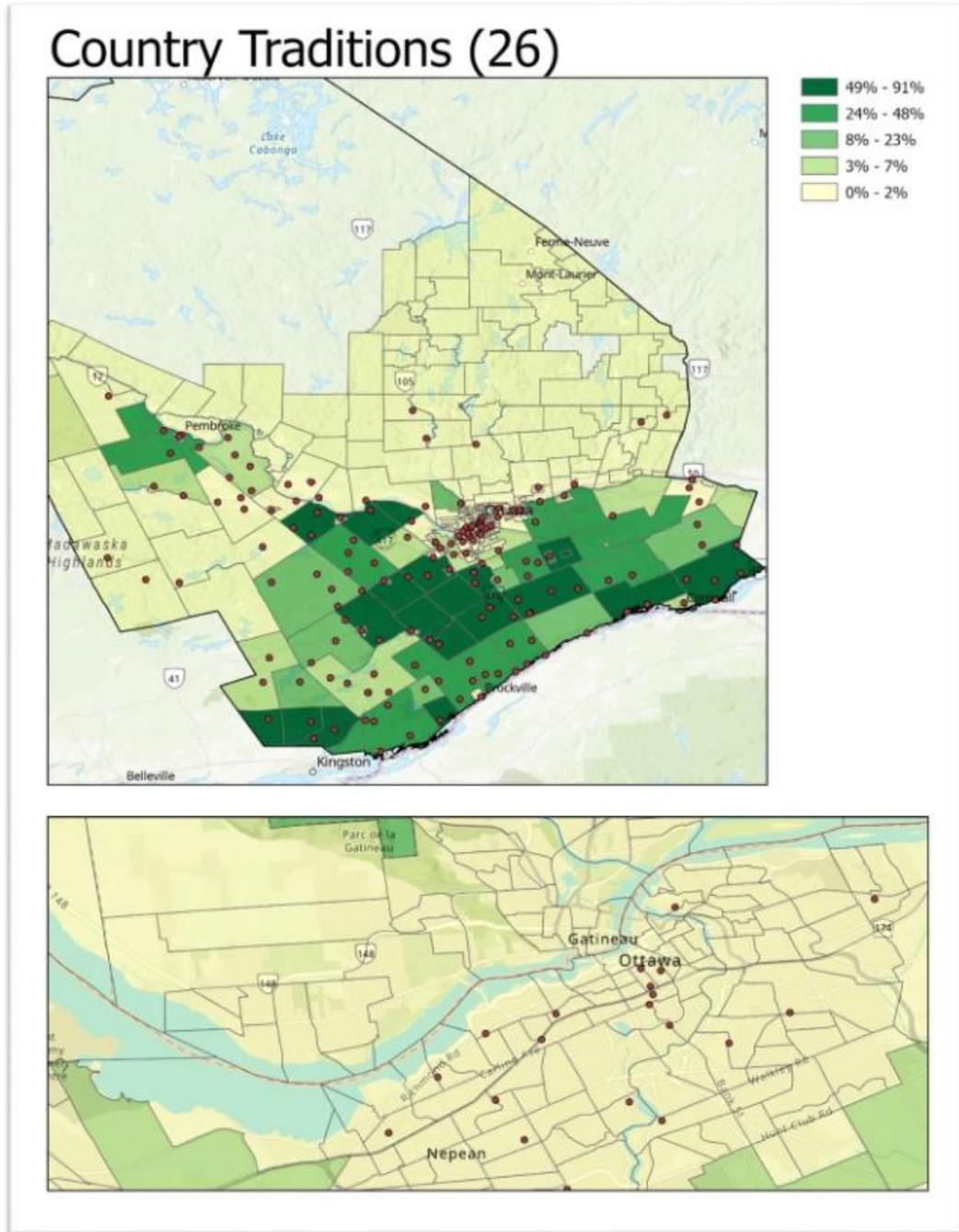


13 - Likelihood of finding new Canadians (arrived between 2018 and 2023) who are also seniors. (High=dark green > light green > orange > red=low)

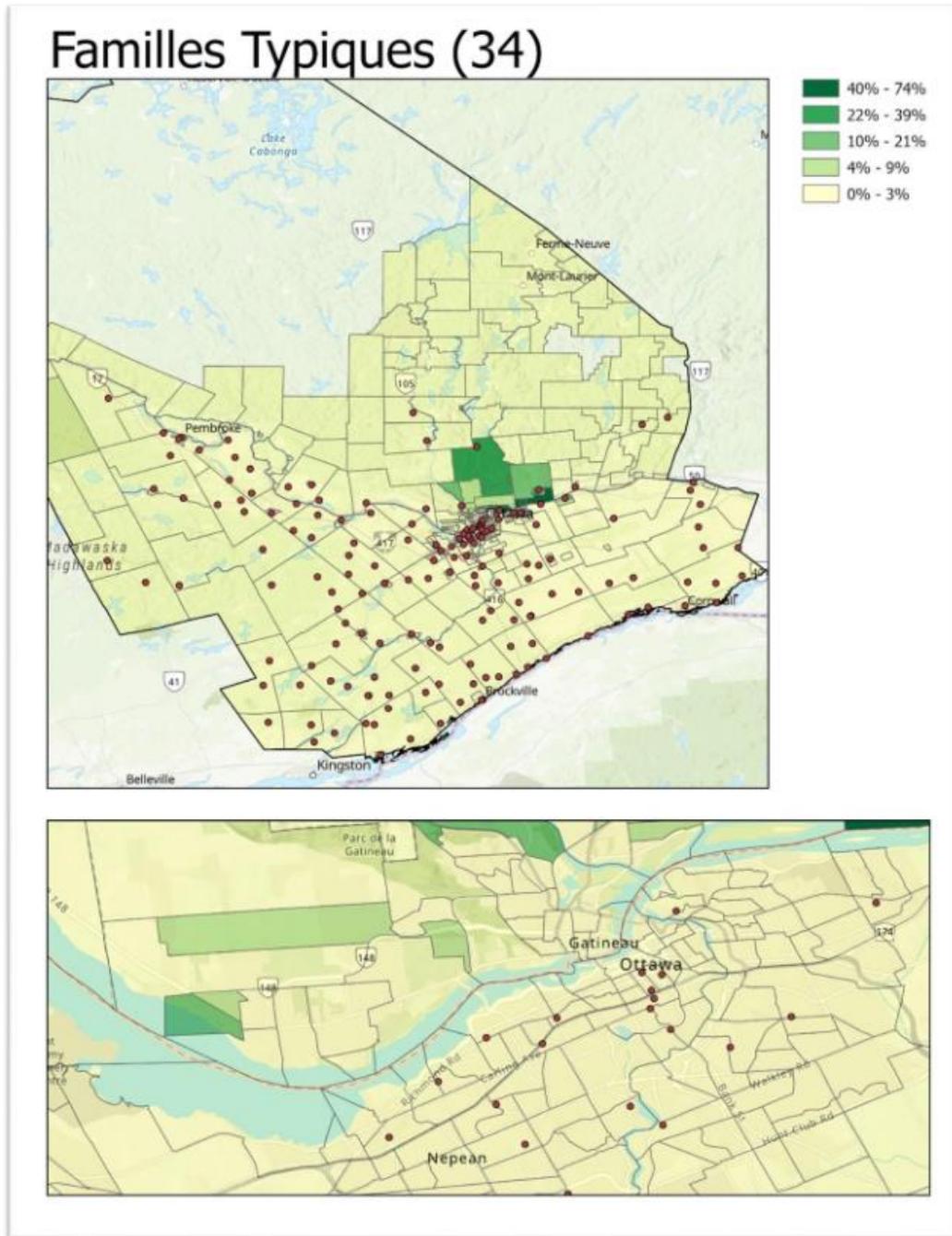
Appendix E³

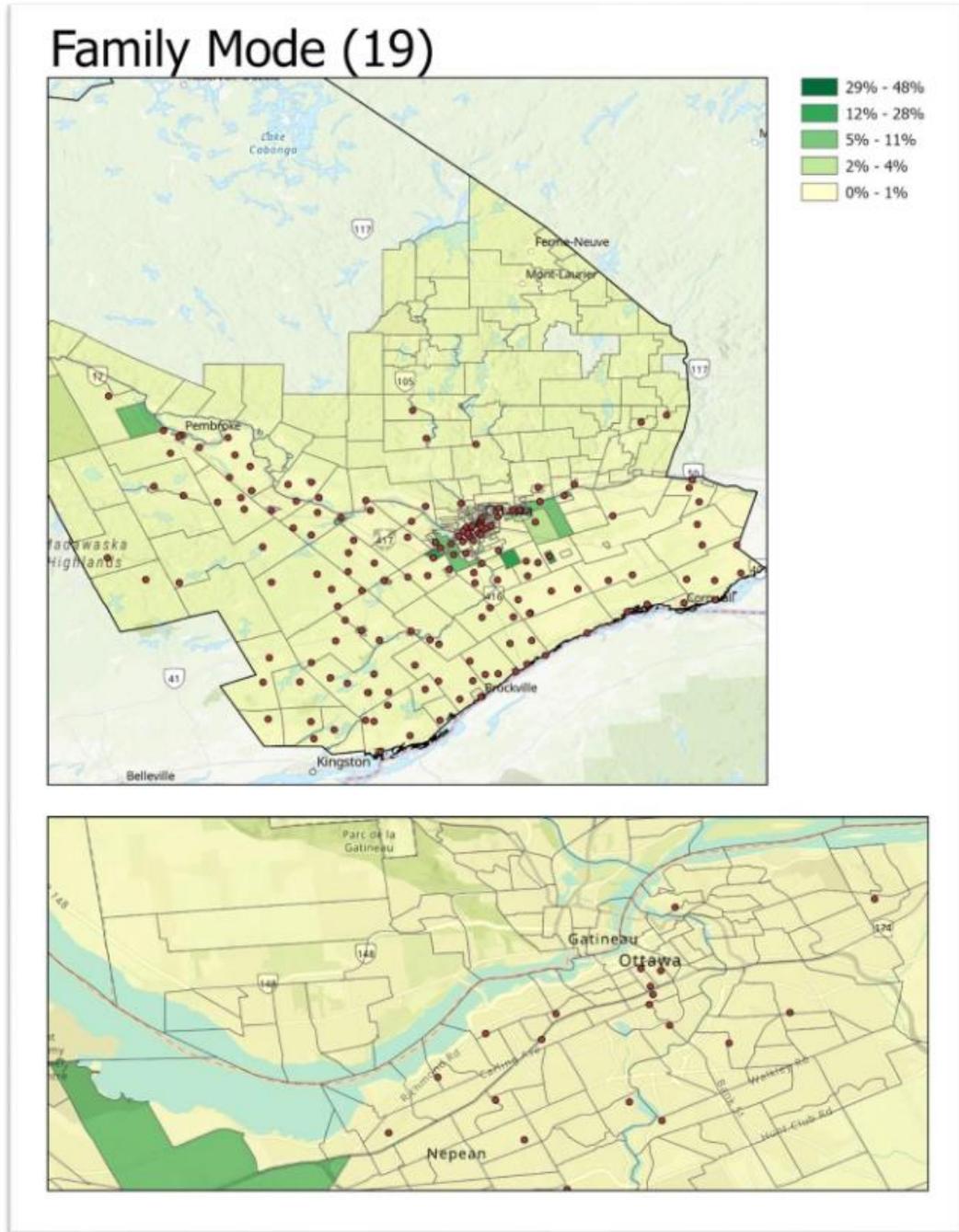


1 - Percentage of households in each neighbourhood that are Stressed in Suburbia (middle class suburbia, middle-age families)

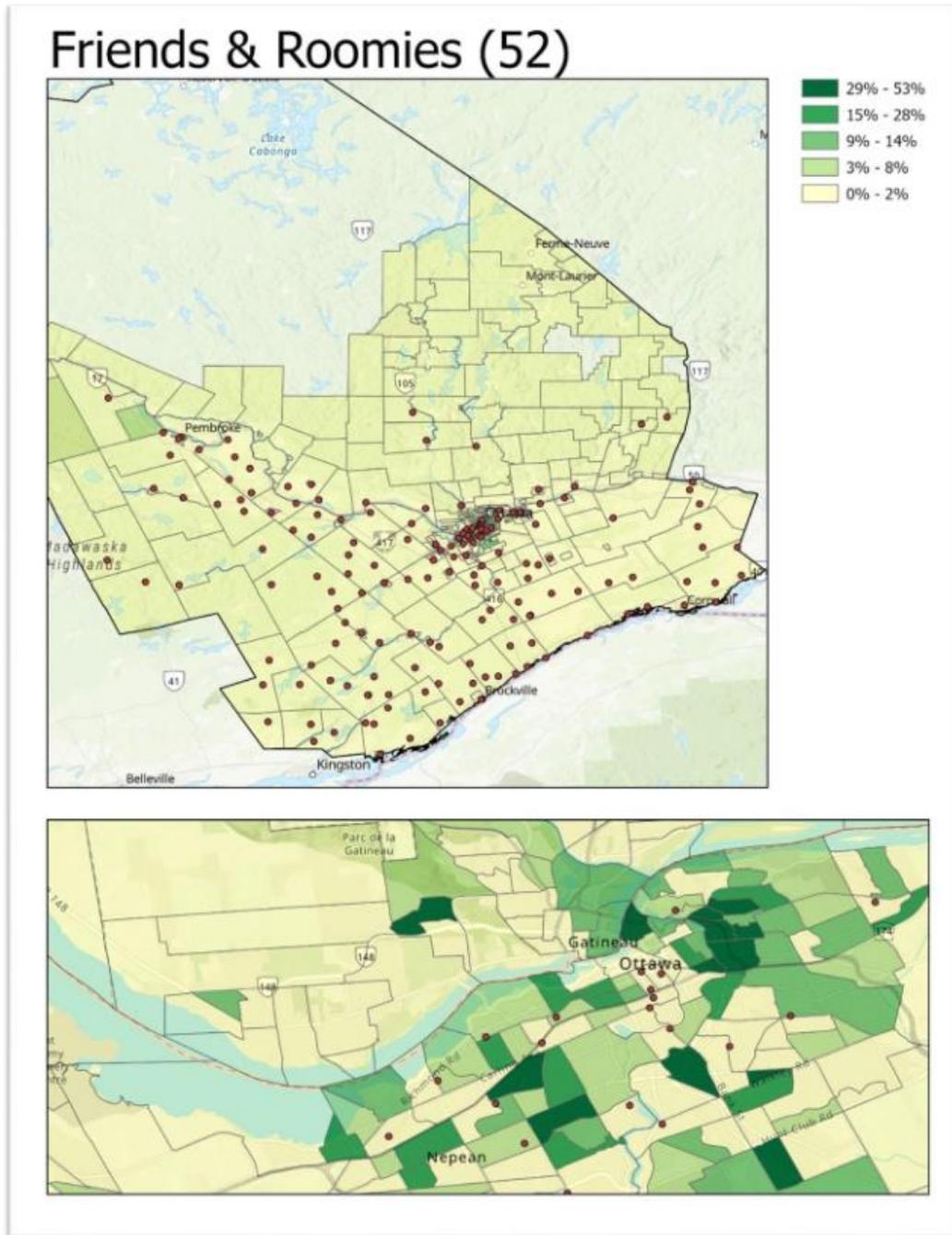


2- Percentage of households in each neighbourhood that are Country Traditions (upper-middle rural, middle-age families)

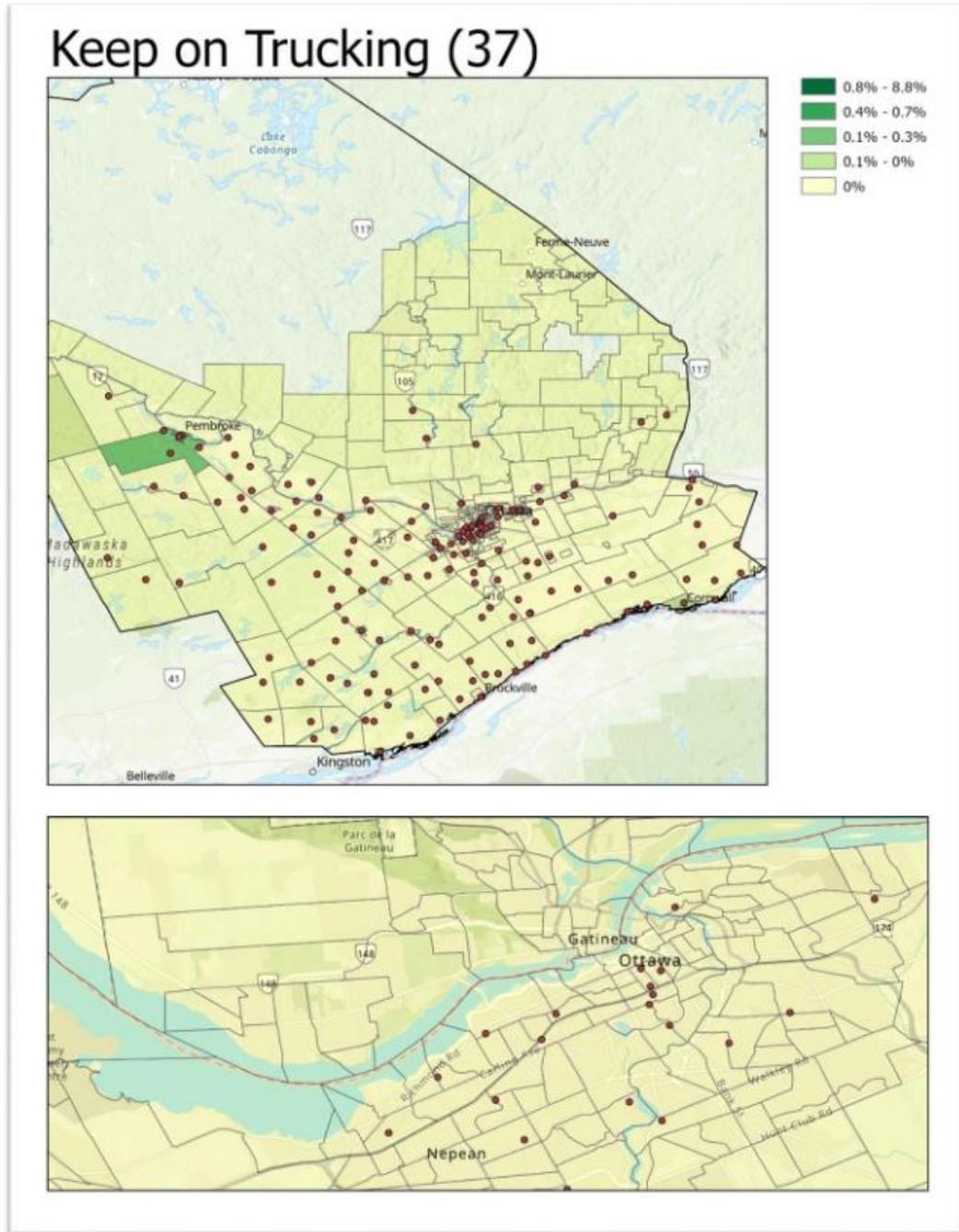




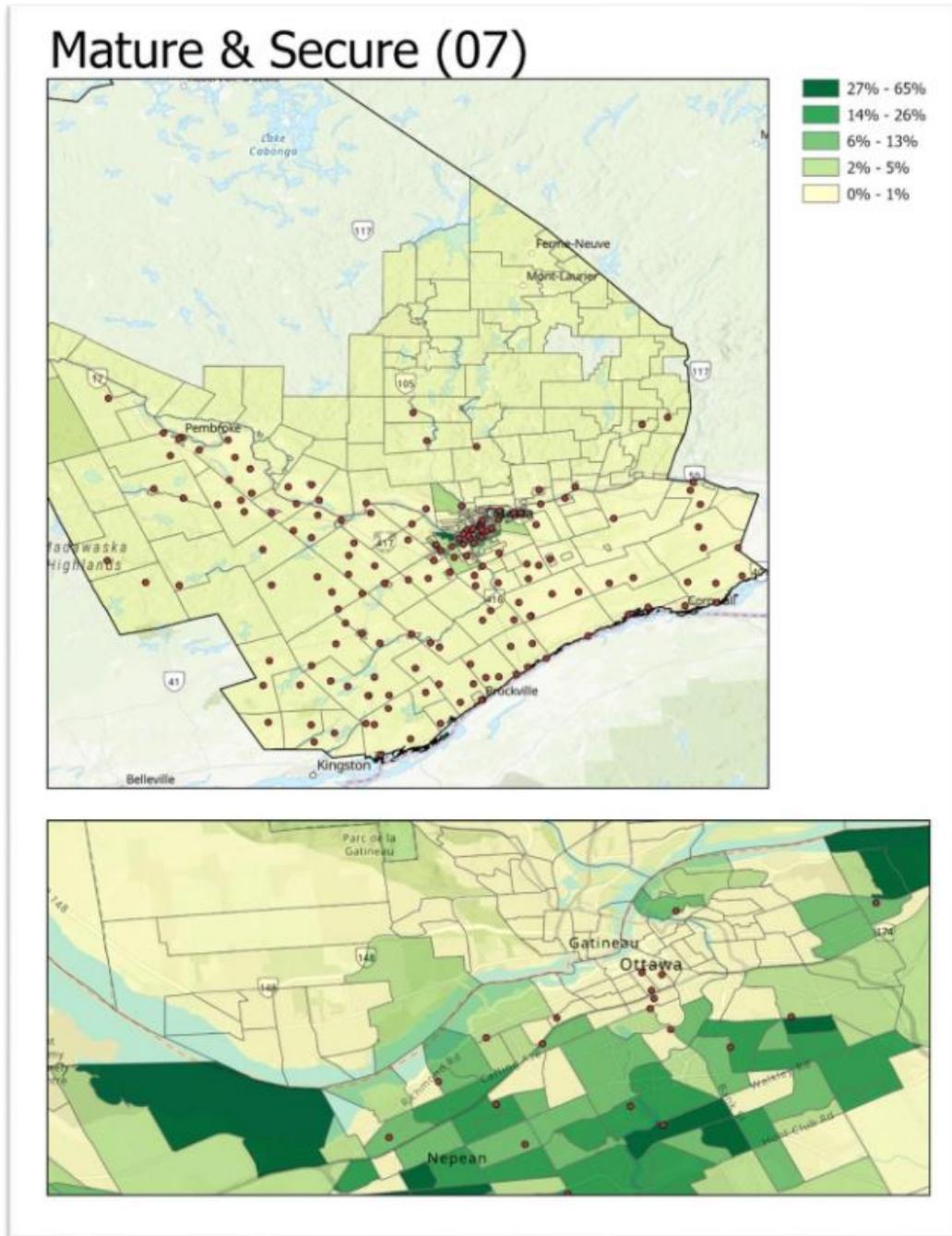
4- Percentage of households in each neighbourhood that are Family Mode (upper-middle suburbia, middle-age families)



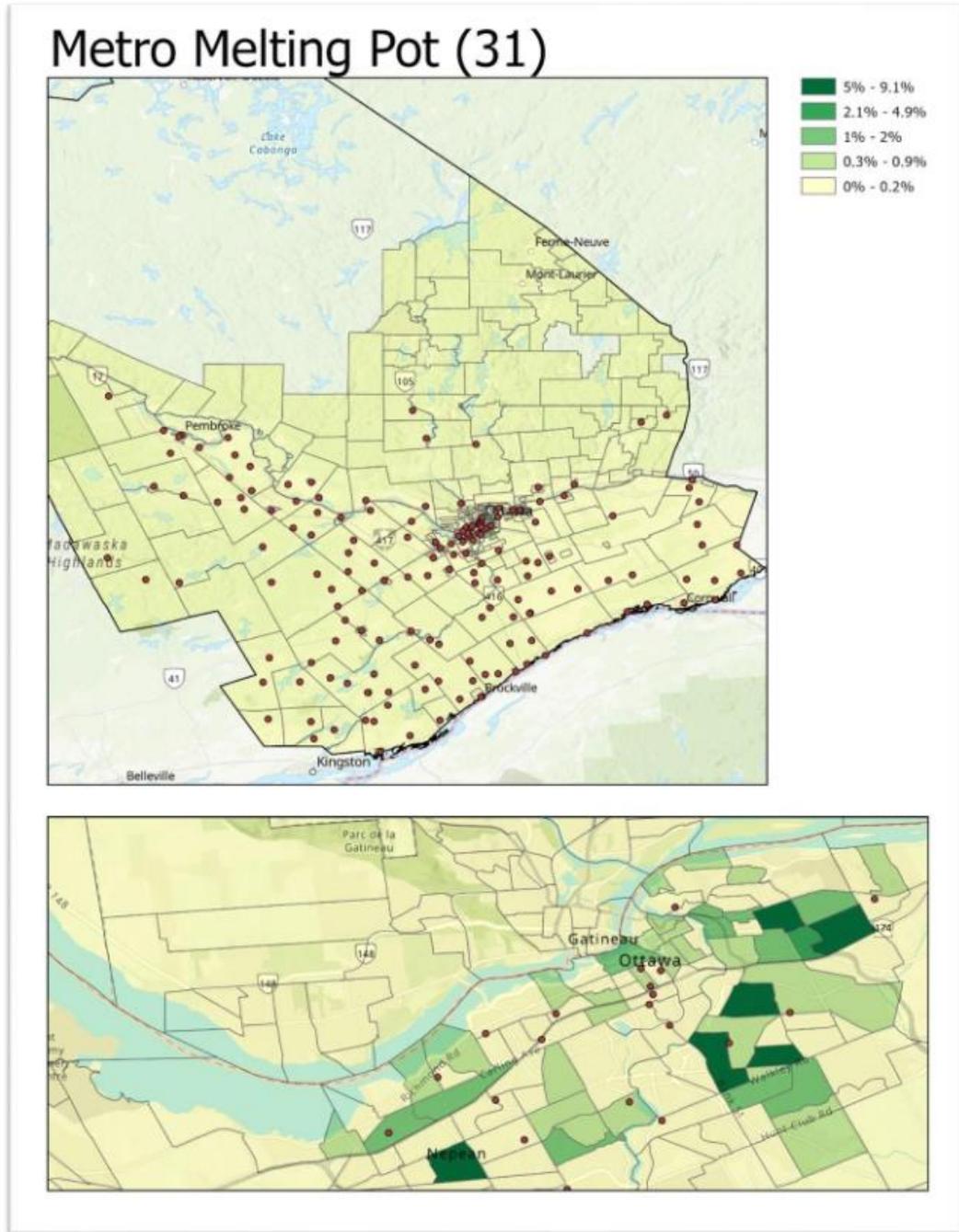
5- Percentage of households in each neighbourhood that are Friends & Roomies (younger urban mix, younger singles and couples)



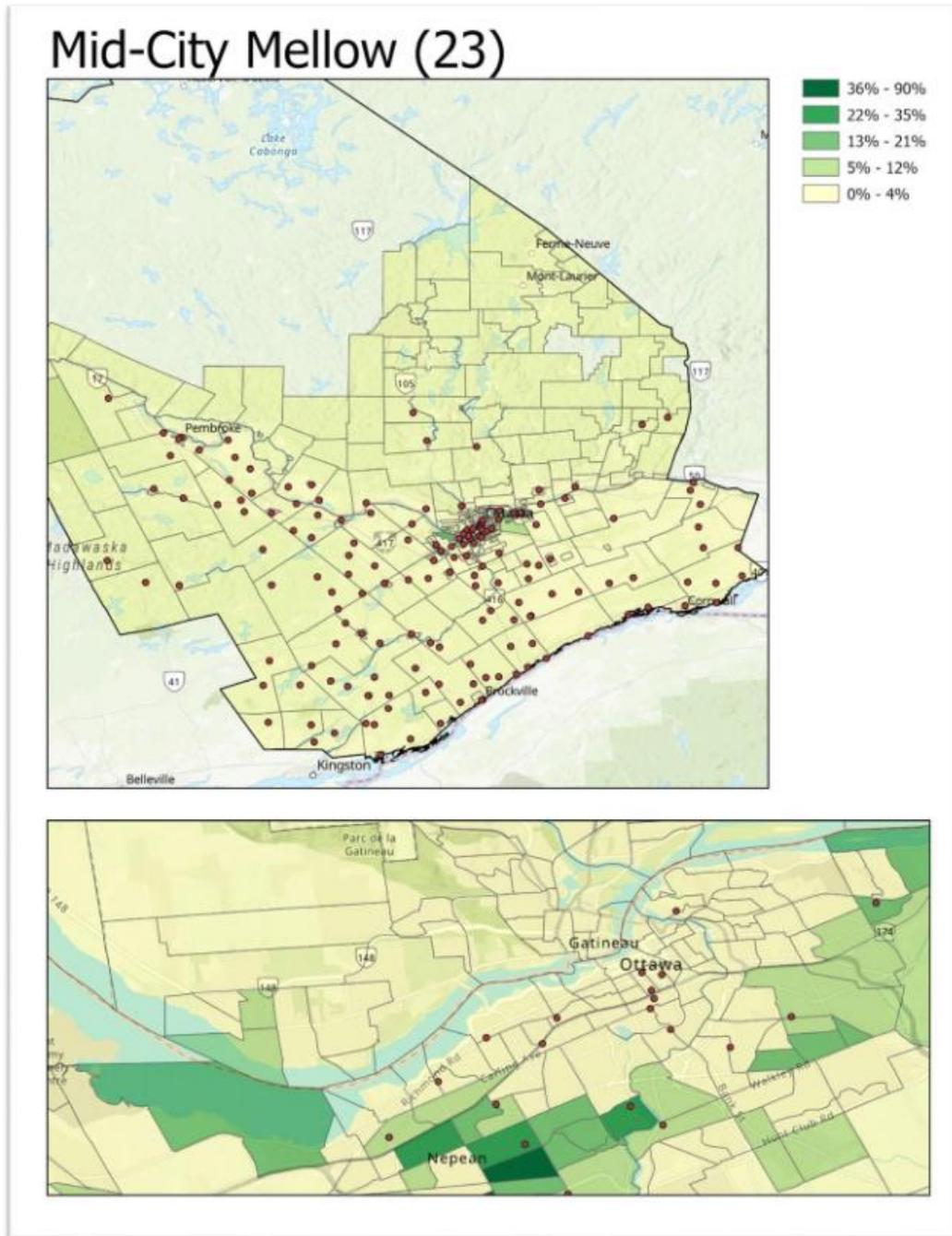
6- Percentage of households in each neighbourhood that are Keep On Trucking (town mix, school-age families)



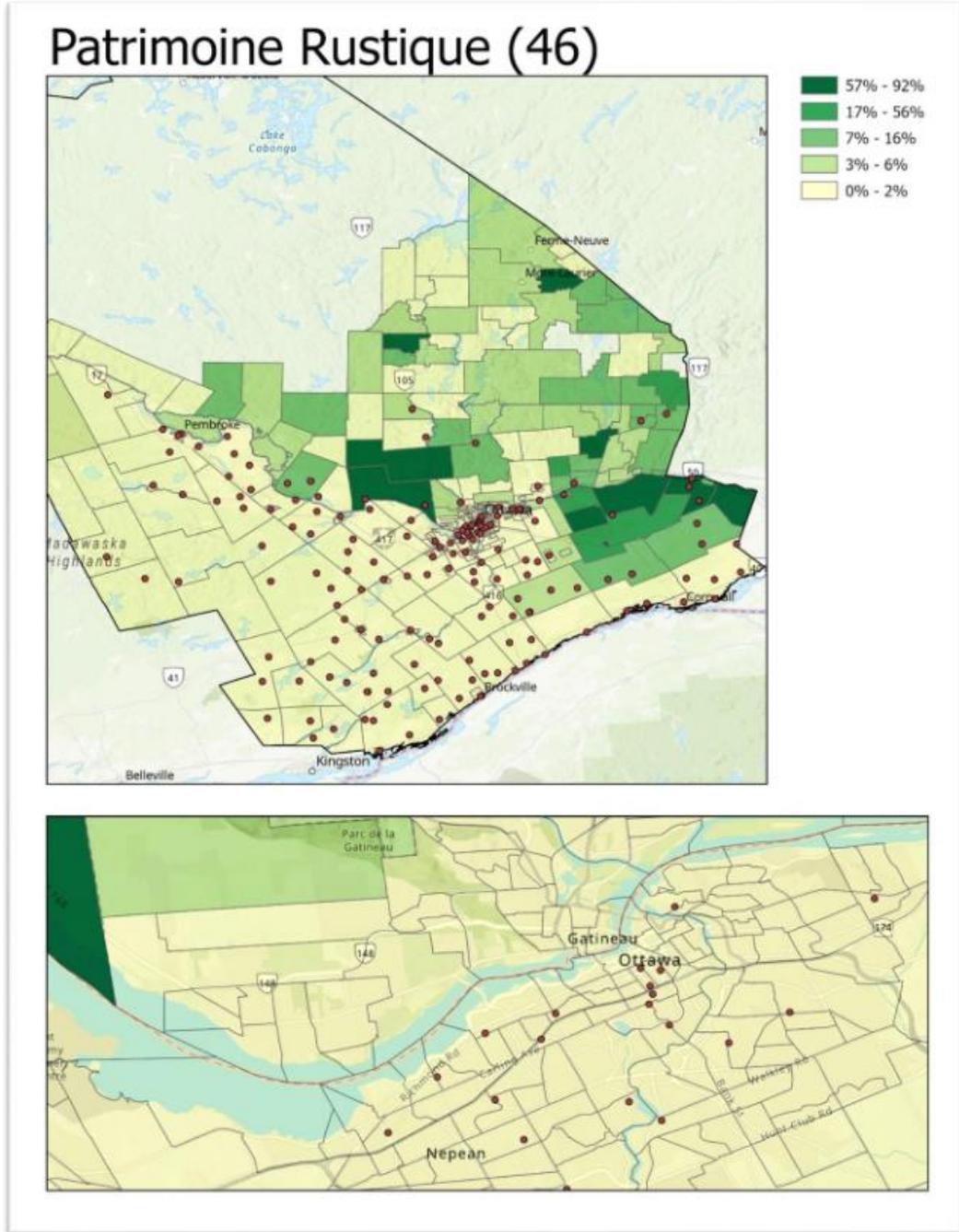
7- Percentage of households in each neighbourhood that are Mature & Secure (upscale urban fringe, older families & empty nests)



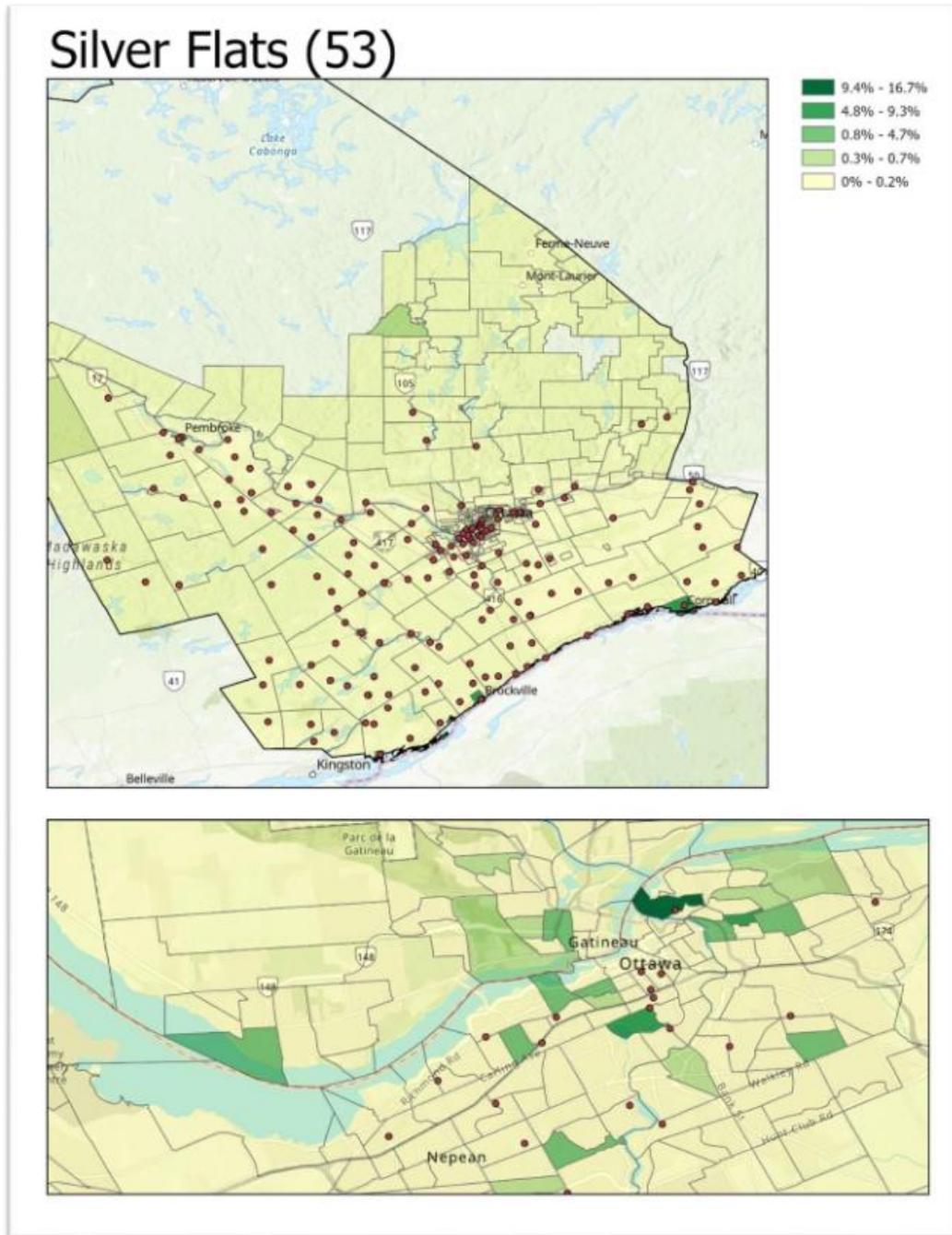
8- Percentage of households in each neighbourhood that are Metro Melting Pot (midscale urban fringe, middle-age families)



9- Percentage of households in each neighbourhood that are Mid-City Mellow (urban older, older families, and empty nests)



10- Percentage of households in each neighbourhood that are Patrimoine Rustique (rural Francophone, older families & empty nests)



11- Percentage of households in each neighbourhood that are Silver Flats (older suburban, mature singles and couples)

Appendix E⁴

07

MATURE & SECURE

Older and mature upscale city dwellers

**F1** UPSCALE
URBAN
FRINGE**M1** OLDER FAMILIES
& EMPTY NESTS**Population:**694,493
(1.82% of Canada)**Households:**233,501
(1.55% of Canada)**Average Household
Income**

\$170,885

**Average Household Net
Worth:**

\$1,625,071

House Tenure:

Own

Education:

University

Occupation:

White Collar

Cultural Diversity Index:

Medium

Sample Social Value:

Duty

Who They Are

Emblematic of Canadian's aging society, Mature & Secure consists of older and mature couples and families aging in place in urban fringe neighbourhoods. Nearly 60 percent of the maintainers are over 55 years old. About 80 percent of this segment's households are found in Canada's largest markets: Toronto, Montreal, Vancouver, Calgary, Ottawa and Edmonton. Many contain first- and second-generation Canadians, the immigrants having arrived between 1990 and 2010. And one in eight residents is Jewish, the highest percentage among all segments and more than 11 times the national average. Well educated with university degrees, those still in the workforce earn upscale incomes from management and white-collar positions in business, finance, science and education. Longtime homeowners, they live in stylish houses and duplexes built between 1960 and 1990 and valued at over \$800,000. With a high level of *Financial Security*, Mature & Secure residents tend to own investments, real estate and imported luxury cars. Yet they also express a desire to provide a secure future for their children and grandchildren (*Legacy*).

The educated and upscale adults of Mature & Secure exhibit worldly sensibilities. They're well travelled, often touring Europe, Asia and North America via car, plane and cruise ship. Their worldliness even shows in their preferred auto: typically a premium midsize car costing at least \$30,000 and made by a European or Japanese manufacturer. And they have the time and money to spend their evenings attending a variety of cultural events— theatre, ballet, opera, classical music concerts and art galleries. Mindful of their health—they're a prime market for organic dairy and meat—they have above-average rates for taking yoga and fitness classes at nearby health clubs and avoiding fast food. And while their days playing high-impact sports may be over, they like to watch professional hockey, golf and tennis matches. These Canadians read an assortment of mainstream magazines—including *Canadian Living* and *People*—and they page through nearly every section of national daily newspapers. But they're comfortable with digital media, too, and especially like using tablets to read books, clip coupons, download apps and purchase everything from home furnishings to concert and theatre tickets. These worldly explorers are most excited about travelling outside of Canada again post-COVID.

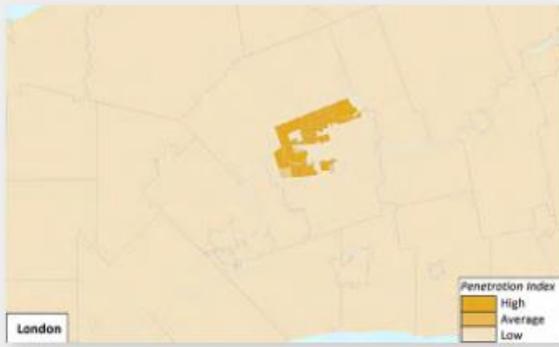
How They Think

Mature & Secure is an engaged and centred group that accepts a wide range of social views among its members. While some enjoy viewing advertising for its aesthetic properties (*Advertising as Stimulus*), others tend to reject the fashions and the role models promoted by advertising and the consumer society (*Skepticism Towards Advertising*). What they share is a firm belief that hard work will bring success (*North American Dream*) and that one should fulfill their duties and obligations before seeking personal pleasures (*Duty*). Having come of age at a time when keeping up with the Joneses was a prevalent aspiration, these Canadians still want to be respected by others for their fine manners, chic style and well-appointed home decorated with objects that convey affluence (*Need for Status Recognition, Status via Home, Ostentatious Consumption*). In the marketplace, they satisfy their desire to feel different from others by purchasing cutting-edge products, preferring brand-name goods from larger companies (*Brand Genuineness, Confidence in Big Business*). And they appreciate marketing efforts that appeal to their *National Pride*, believing that buying products made in Canada strengthens the country's position in the world.



07. MATURE & SECURE

Where They Live



How They Live



LEISURE

entertaining at home
ballet/opera/symphony
gardening
cruises



SHOPPING

Hudson's Bay
Lowe's
home health care stores
Aeroplan



TRADITIONAL MEDIA

Food Network
TV golf
classic hits radio
Canadian Living



INTERNET

access restaurant reviews
listen to podcasts
clip mobile coupons
purchase books online



FOOD/DRINK

specialty breads
premium coffee/tea
Canadian wine
Italian restaurants



FINANCIAL

RRSPs
travel insurance
will/estate planning
full-service investment brokers



AUTOMOTIVE

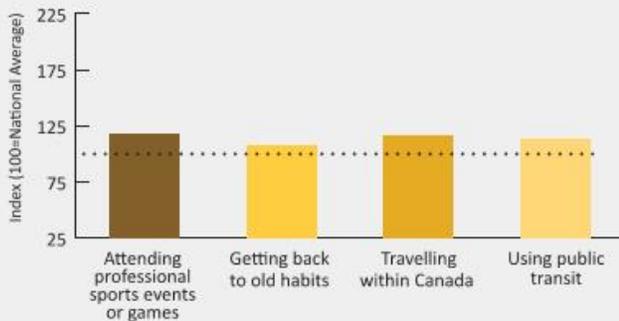
luxury imports
plan to spend \$40,000 on vehicle
Toyota
2015 model year



SOCIAL

LinkedIn
WeChat
WhatsApp
blogs

Post-Pandemic, Looking Forward To:



MOBILE

GPS/mapping services on mobile phone
Apple tablets
video phone calls on tablet
display tickets on mobile phone



HEALTH

use private plan insurance for prescription medications

ATTITUDES

"It is important that the country should hold a strong position in the world"

"I feel that people get what they deserve"

"I consider myself to be sophisticated"

"It is acceptable that an industrial society such as ours produces a certain level of pollution"



19

FAMILY MODE

Suburban, upscale middle-aged families



S3 UPPER-MIDDLE
SUBURBIA

F3 MIDDLE-AGE
FAMILIES

Population:
1,036,868
(2.72% of Canada)

Households:
338,631
(2.25% of Canada)

**Average Household
Income**
\$145,442

**Average Household Net
Worth:**
\$627,552

House Tenure:
Own

Education:
College/High School

Occupation:
Mixed

Cultural Diversity Index:
Low

Sample Social Value:
Need for Escape

Who They Are

Comprising more than a million people, Family Mode is one of the largest segments—and growing. Home to large, suburban families living in recently built houses, this lifestyle is rooted in midsize cities surrounding large metro areas. Its neighbourhoods are filled with maintainers between 35 and 54, and children over the age of 10. These middle-aged adults have used their mostly high school and college educations to land a variety of decent-paying jobs—from blue-collar to management level—in industries like retail, public administration, education and utilities. Thanks to dual-income households, their upscale incomes allow them to purchase single-detached houses valued at nearly \$450,000—close to the national average. As in other suburban family segments, sports are central to the Family Mode lifestyle, with many garages filled with skiing, golfing and hockey equipment, as well as trailers and boats. Family Mode members make an *Effort Toward Health*, often working out at fitness clubs and enrolling their kids in soccer, swimming and ice skating.

The members of Family Mode straddle two worlds: close enough to downtown for their work but far enough away to enjoy outdoorsy activities. These families like golfing, gardening, camping and power boating. Many residents belong to sports teams and spend their weekends playing basketball, baseball and volleyball. Their idea of a vacation is to pack up the RV or camper and hit the road to one of Canada's parks, relax at a beach or ski resort, or take a cruise. The adults are both financially savvy and philanthropic, supporting various charitable organizations. Many appear too busy for a lot of media. They're only average consumers of traditional media, enjoying the HGTV and E! channels on TV, new and traditional country music on the radio, and magazines like *Today's Parent* and *Style at Home*. Digital media for them is all about shopping, especially for books, groceries, travel deals and theatre tickets. A tough market for advertisers, Family Mode residents have modest rates for responding to direct mail, and they barely notice out-of-home messages or digital screens except on their commutes. These families are most looking forward to being able to attend professional sporting events post-COVID.

How They Think

Family Mode residents have worked hard to achieve their upscale status, and they're sticking with the straightforward principles that got them there. They're content to live with a certain amount of chaos in their lives, however, they believe that it is important to regularly get away from those responsibilities and burdens (*Rejection of Order*). These mostly third-generation Canadians are open to diversity, even within their own families, and think that interacting with people from different backgrounds enriches their lives (*Racial Fusion*). They're more likely to define families based on the emotional commitment between people rather than any legal formalities (*Flexible Families*). Many have a strong sense of *National Pride*, believing it to be important that Canada holds a strong position in the world, while putting their obligations to their country ahead of their personal interests. They are also striving to leave a Legacy behind for future generations. They often feel overwhelmed by the stresses of daily life (*Need for Escape*). Strong on *Technology Anxiety*, this segment believes that new technologies are causing more problems than they are solving.



19. FAMILY MODE

Where They Live



How They Live



LEISURE

swimming
baseball
amusement parks
travel by RV/camper



SHOPPING

Winners
Old Navy
Mastermind
Home Depot



TRADITIONAL MEDIA

Family Channel
top 40 radio
The Hockey News
Today's Parent



INTERNET

listen to Internet-only music
service online
discount coupons on computer
research pets online
purchase theatre tickets online



FOOD/DRINK

tortilla wraps
granola bars
Pizza Hut
casual family restaurants



FINANCIAL

mutual funds
RESPs
group life insurance
spent \$5,000+/month
on credit cards



AUTOMOTIVE

intermediate SUVs
Ford/Lincoln
\$30,000-\$49,999 spent on vehicle
2013-2015 model years



SOCIAL

Pinterest
LinkedIn
Twitter
Reddit



MOBILE

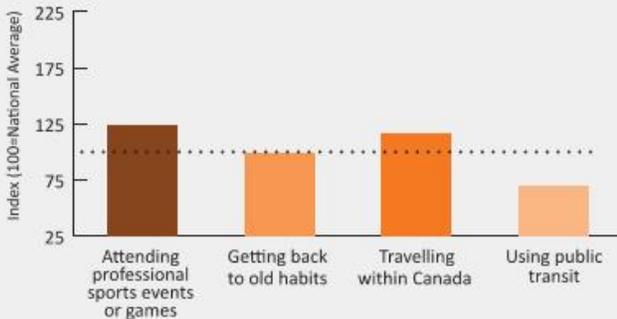
research products or services on
mobile phone
access guides/reviews on tablet
watch subscription-based video
service on tablet
read magazines on mobile phone



HEALTH

used topical pain relief
3-5 times in past month

Post-Pandemic, Looking Forward To:



ATTITUDES

"Violence is a part of life. It's no big deal"

"How my personal information is stored by companies and the government is not very important to me"

"It is important that the country should hold a strong position in the world"

"I prefer people who act like everybody else, without trying to stand out"

23

MID-CITY MELLOW

Older and mature city homeowners

**U2** URBAN OLDER**M1** OLDER FAMILIES & EMPTY NESTS**Population:**
843,045
(2.21% of Canada)**Households:**
307,379
(2.04% of Canada)**Average Household Income**
\$115,193**Average Household Net Worth:**
\$612,864**House Tenure:**
Own**Education:**
College/High School**Occupation:**
Mixed**Cultural Diversity Index:**
Low**Sample Social Value:**
*Legacy***Who They Are**

Mid-City Mellow epitomizes a traditional view of the Canadian Dream: owning a home in an attractive setting while building a comfortable nest egg. In this segment, nearly 90 percent of members own single-detached houses, which typically were built between 1960 and 1990. These older and mature households enjoy upper-middle incomes and well-established neighbourhoods in large cities like Winnipeg, Edmonton, Hamilton and Toronto. With most maintainers over the age of 55, Mid-City Mellow is a mixed group, a collection of both older couples and middle-aged families raising older children. Few segments have a lower five-year mobility rate. Most households contain third-plus-generation Canadians, though there's an above-average concentration of second-generation Canadians and those whose mother tongue is Italian, Portuguese, Polish or Ukrainian. With their high school and college educations, those still in the labour force earn solid paycheques from a mix of white collar, blue collar and service sector jobs. The retirees and soon-to-be retirees here have the time to enjoy sporting events such as horse racing, hockey, baseball and football games. Many book cruises, casino junkets, ski trips and cultural tours as they believe that other cultures have a great deal to teach us (*Culture Sampling*).

The upper-middle-class members of Mid-City Mellow inhabit a land of pleasant living. Their older homes are graced with well-tended gardens, hot tubs and driveways crowded with midsize cars and SUVs, boats and campers. They have high rates for attending the theatre and concerts featuring rock and country music, and this cohort's families with children explains the popularity of pets, pro hockey and football, as well as casual restaurants like Kelsey's, Swiss Chalet and The Keg. Planning for the future, these adults have invested in a variety of assets and contributed a healthy portion to their RRSP retirement funds. Media traditionalists, they like reading newspapers in print—the editorials and classifieds in particular—and watching all manner of TV sports, especially Major League Baseball, the CFL, pro golf and NASCAR auto racing. As a segment who enjoy their personal leisure time, this cohort is looking forward to driving more post-COVID. They listen to radio mostly during their commutes to work, preferring stations that play oldies, classic rock and new country music. But they're only average Internet users, going online mostly for utilitarian purposes: banking, researching recipes and staying current with their favourite sports teams. They still respond to direct mail, particularly coupon booklets, catalogues and newsletters.

How They Think

The members of Mid-City Mellow are eager to preserve their *Legacy*—this could be done through a financial, moral, spiritual, or cultural nature. Living in multicultural cities, they've come to appreciate the virtues of other cultures too (*Cultural Sampling*). Their outlook is open-minded, willing to question the status quo (*Rejection of Authority*) and passionate about improving their communities and the lives of those less fortunate (*Community Involvement*). Comfortable with the uncertainties of modern life (*Rejection of Order*), they firmly believe in their ability to effect change and that ultimately people get what they deserve (*Personal Control*). Their decision-making tends to be guided by ecological concerns, with many willing to make economic sacrifices to protect the environment (*Ecological Concern*). When the daily grind gets to be too much, many take a break from overscheduling by booking a casino stay or cruise (*Time Stress*). These upper-middle-class households feel financially comfortable and have an enthusiasm for purchasing products and services in areas of interests such as music and electronics (*Consumptivity*). In the marketplace, Mid-City Mellow members look for brands that are authentic, and convey a compelling story and satisfy their desire to demonstrate their individuality (*Brand Genuineness, Pursuit of Originality*).

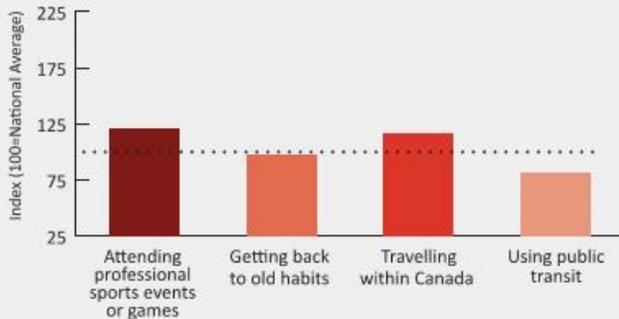


23. MID-CITY MELLOW

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

entertaining at home
fitness clubs
community theatres
casino clubs



TRADITIONAL MEDIA

Movie Time
TV auto racing-IndyCAR
oldies radio
community newspapers



FOOD/DRINK

pretzels
decaffeinated coffee
buffet restaurants
casual family restaurants



AUTOMOTIVE

domestic intermediate SUVs
small vans
Chevrolet/GMC
two vehicles



MOBILE

use apps on tablet
send/receive email on tablet
home improvement/
décor sites on tablet
finance sites on tablet



SHOPPING

Mark's
Pennington's
Loblaws
Rexall/PharmaPlus



INTERNET

discount coupons on computer
investment sites
access sports content
purchase movie tickets



FINANCIAL

RRSPs
will/estate planning
term life insurance
donate to religious groups



SOCIAL

YouTube
Pinterest
read Facebook news feed
stay connected with
personal contacts



HEALTH

take vitamin D supplements



ATTITUDES

"Violence is a part of life. It's no big deal"

"I like to experience new emotions every day"

"I believe that young people should be taught to question authority"

"When I buy a brand, product or service, it is very important to me that I get a sense of the place where it was created"

26

COUNTRY TRADITIONS

Rural, upper-middle-income couples and families



R1 UPPER-MIDDLE
RURAL

F3 MIDDLE-AGE
FAMILIES

Population:
900,620
(2.36% of Canada)

Households:
333,167
(2.22% of Canada)

**Average Household
Income**
\$125,207

**Average Household Net
Worth:**
\$549,947

House Tenure:
Own

Education:
Mixed

Occupation:
Blue Collar/
Service Sector

Cultural Diversity Index:
Low

Sample Social Value:
Attraction to Nature

Who They Are

The second most affluent rural segment, Country Traditions is a collection of small communities scattered across the eastern half of Canada. The mostly middle-aged and older couples and families work at well-paying blue-collar and service sector jobs, earning upper-middle incomes in the low six figures. Most own a home built after 1980—nearly 95 percent live in a single-detached house—and a sturdy, large pickup is a necessity for their backcountry commutes to work. With half the maintainers over 55, Country Traditions households are split between couples and families with children of all ages. Despite their rural settings, only 3 percent work in agriculture—still 30 percent above average—while many more work in fields like construction, health care, social services and public administration. Nevertheless, Country Traditions members have deep roots in the land: nearly 80 percent are third-plus-generation Canadians. And these rural families enjoy old-fashioned pursuits like gardening, boating and swimming. Proclaiming that life in the country is far more satisfying than life in the city, they prefer to identify with their local communities and Canada than as citizens of the world (*National Pride*).

The members of Country Traditions have a self-reliant sensibility. They like to work with their hands, doing ambitious projects like their own remodeling, cabinetry and landscaping as well as traditional home crafts. They fill their garages with the gear needed to enjoy nearby lakes and woodlands: ATVs, power boats and campers, along with fishing and hunting equipment. With their teenage children, they make a strong market for toys, pets and sporting goods; a big splurge is attending a professional baseball or basketball game. While relatively few travel abroad, Country Traditions members do have high rates for touring English Canada and relaxing at their vacation cottage or cabin. Travelling within Canada again is something this cohort is greatly looking forward to post-COVID. These old-fashioned households are traditionalists when it comes to media as well. Residents score high for watching TV networks like DIY, HGTV, History Television and The Weather Network. They listen to traditional and new country music on the radio, and read magazines like *Outdoor Canada* and *Cottage Life* in print. They'll go online to download a coupon, stream music or read an e-book. But they rely on print-based community newspapers for classified ads and real estate listings.

How They Think

Country Traditions consists of rugged individualists who want Canada to be a strong player in world affairs (*National Pride*). These rural households would prefer to do work that is not particularly interesting but pays well, and hope to leave behind a financial *Legacy* for future generations. They think everyone should respect authority figures and play by the rules, although they strive to exert control over the direction of their own lives as much as possible (*Obedience to Authority, Personal Control*). They also like to keep things simple and make daily decisions based on reason and logic rather than emotions and feelings (*Aversion to Complexity*). Between their work and family commitments, they sometimes express a *Need for Escape*, typically heading outdoors to commune with nature and reenergize (*Attraction to Nature*). As consumers, they tend to make purchases based on function rather than aesthetic considerations, and they prefer to work with small businesses (*Utilitarian Consumerism, Confidence in Small Business*). However, this segment has a tendency to actively adopt defensive stratagems to shield oneself from the artificial needs created by consumer society (*Discriminating Consumerism*).



26. COUNTRY TRADITIONS

Where They Live



How They Live



LEISURE

crafts
fishing/hunting
home shows
worked for a political party



TRADITIONAL MEDIA

NASCAR on TV
The Weather Network
new and traditional country radio
Our Canada



FOOD/DRINK

canned meat
multi-grain cereal
regular tea
coffee/donut shops



AUTOMOTIVE

large pickup trucks
midsize SUVs
\$30,000-\$49,999 spent on vehicle
two cars



MOBILE

watch movies on tablet
view store flyers on tablet
surf the Internet on tablet
use phone directory on mobile phone



SHOPPING

Canadian Tire
Joe Fresh
Giant Tiger
discount grocery store



INTERNET

read e-books/listen to audiobooks
classifieds sites
online shopping
research real estate



FINANCIAL

RRSPs
group life insurance
home equity line of credit
mobile wallet



SOCIAL

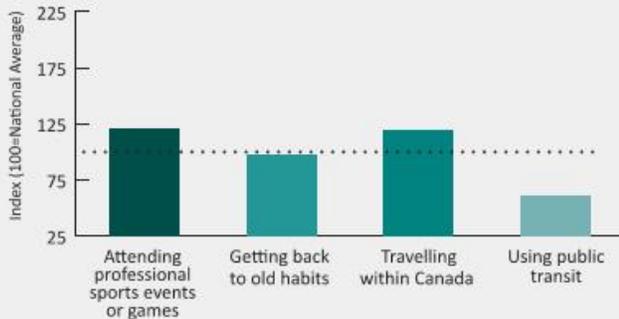
Pinterest
Snapchat
Facebook
Twitter



HEALTH

take coenzyme Q10
herbal supplements

Post-Pandemic, Looking Forward To:



ATTITUDES

"Life in the country is more satisfying than life in the city"

"I have enough trouble taking care of myself without worrying about the needs of the poor"

"It is important that the country holds a strong position in the world"

"New technologies are causing more problems than they are solving"

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31

METRO MELTING POT

Diverse, middle-income city dwellers

**F3** MIDSCALE
URBAN
FRINGE**F3** MIDDLE-AGE
FAMILIES**Population:**
828,461
(2.17% of Canada)**Households:**
275,619
(1.83% of Canada)**Average Household
Income**
\$100,322**Average Household Net
Worth:**
\$524,162**House Tenure:**
Own & Rent**Education:**
University/High School/
Grade 9**Occupation:**
Mixed**Cultural Diversity Index:**
High**Sample Social Value:**
*Pursuit of Originality***Who They Are**

A segment encompassing long-established immigrant neighbourhoods, Metro Melting Pot has been a haven for upward-climbing newcomers for 25 years. Concentrated in Toronto and nearby Mississauga, more than half of the households contain immigrants; nearly 30 percent speak a non-official language, with Tagalog, Arabic and Spanish joining Portuguese, Italian, Cantonese and Mandarin in recent years. These neighbourhoods are diverse in more ways than cultural roots: Metro Melting Pot contains families and lone-parent households, maintainers range in age from 45 to over 75, and the housing stock is a mix of older single-detached and row houses, semis and apartment buildings. While some contain young children, many households have twenty-something children who are likely contributing to the family income. With educations ranging from grade school to university degrees, adults work at varied jobs in business, services and manufacturing. But the high housing prices—the average dwelling value of over \$525,000—contribute to only an average number of homeowners. Eager to indulge their children, many enjoy going to theme parks, professional sports games and all-inclusive resorts. Seeking to connect with others in their communities, they respond to messages that recognize their *Attraction for Crowds*.

The mix of ages, families and ethnicities in Metro Melting Pot creates a varied lifestyle. The presence of older children results in high rates for athletic activities like basketball, yoga and racquet sports, and the whole family enjoys a trip to a wings-and-skins restaurant like Swiss Chalet, Milestones or Jack Astor's. Fans of designer labels for midscale budgets, they tend to shop at Joe Fresh, Hudson's Bay and H&M. These families also enjoy spending time outdoors, which is one of the activities they are most looking forward to post-COVID. They're more willing to splurge on home electronics like video gaming systems, voice-activated smart speakers, smart security systems and smart home appliances. For many, the Internet is a tool for communication and entertainment. They go online—typically using a computer or mobile phone—for posting in chatrooms, dating, accessing paid entertainment and sharing content with friends. They're otherwise average consumers of traditional media, though they watch a lot of music videos, talk shows and sports on TV, and listen to news and morning radio on their commute to work. In their city neighbourhoods, they pay attention to out-of-home ads on buses, taxis and subway platforms.

How They Think

The families of Metro Melting Pot have embraced *Multiculturalism* and believe people from other cultures should retain their cultural identities. With many new to their adopted country, they strive to earn the respect of others (*Need for Status Recognition*) and demonstrate their social status through their acquisitions and stylish homes (*Ostentatious Consumption, Status via Home*). They admit the challenges of daily life lead to *Time Stress*, and they feel that forces beyond their control determine their future (*Fatalism*). To cope, they seek to live life to the fullest (*Pursuit of Intensity*), are willing to take risks to achieve their goals (*Penchant for Risk*) and use physical force to obtain what they really want. As consumers, members of Metro Melting Pot like to feel different from others with products that express their individuality (*Pursuit of Originality*). They appreciate new and well-designed products, particularly if they're from established brands (*Pursuit of Novelty, Importance of Aesthetics, Importance of Brand*). They're enthusiastic about purchases in their areas of interest (*Consumptivity*), sharing the products they prefer with their peer group (*Consumption Evangelism*). Aesthetically pleasing ads typically grab their attention (*Advertising as Stimulus*).

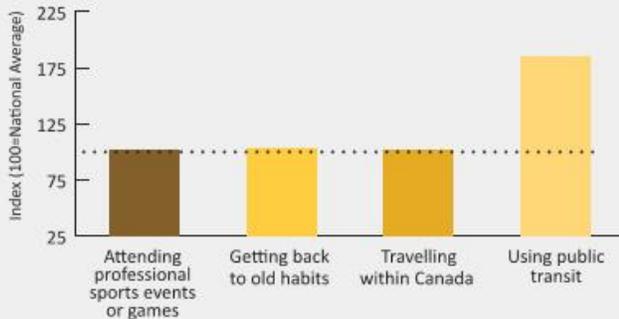


31. METRO MELTING POT

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

- soccer
- basketball
- zoos/aquariums/farms/animal parks
- film festivals



TRADITIONAL MEDIA

- Sportsnet 360
- dance music radio
- entertainment/celebrity magazines
- newspaper fashion/lifestyle section



FOOD/DRINK

- chunk/block cheese
- herbal tea
- bulk food stores
- fast casual restaurants



AUTOMOTIVE

- imported compacts
- small vans
- Honda
- leased cars



MOBILE

- video apps
- picture/video messaging on mobile phone
- use camera on mobile phone
- watch YouTube videos on tablet



SHOPPING

- Winners
- Hudson's Bay
- Best Buy
- children's clothing stores



INTERNET

- beauty/fashion sites
- discount coupons on computer
- career/job search online
- purchase movie tickets online



FINANCIAL

- GICs
- gas station quick pay card
- online stock trading
- mobile banking



SOCIAL

- WhatsApp
- LinkedIn
- Reddit
- dating platforms



HEALTH

- use back pain relievers 6+ times/month

ATTITUDES

"The father must be the master in his own house"

"Getting married and having children is the only real way of having a family"

"It is important to me that people admire the things I own"

"To spend, to buy myself something new, is one of my greatest pleasures in life"



34

FAMILLES TYPIQUES

Younger and middle-aged, suburban Quebec families



S4 UPPER-MIDDLE
SUBURBAN
FRANCOPHONE

F3 MIDDLE-AGE
FAMILIES

Population:
639,105
(1.68% of Canada)

Households:
244,593
(1.63% of Canada)

**Average Household
Income**
\$112,685

**Average Household Net
Worth:**
\$289,128

House Tenure:
Own

Education:
Trade School/College

Occupation:
Mixed

Cultural Diversity Index:
Low

Sample Social Value:
Active Government

Who They Are

Familles Typiques is a classic francophone segment, a collection of younger and middle-aged, middle-income families with children mostly under the age of 15 who live in suburbs across Quebec. These households are three times more likely than the national average to consist of common-law unions with kids—the highest of all segments. With their mixed educations—including high rates for trade school and college—residents hold a variety of jobs in health, education, manufacturing, public administration, and the trades. Their midrange incomes go far in their communities where residences—a mix of newer singles, semis and low-rise apartments—are valued at 40 percent below average. With the majority commuting to work by car, these adults are early risers for the long drive to city jobs. Fond of outdoor sports, residents spend their free time cycling, skating, playing racquet sports and skiing—both cross-country and downhill. After all that fresh air and exercise, they reward themselves by going out to a French restaurant or kicking back with a glass of chardonnay on their patio. In contemplative moments, they express an *Aversion to Complexity* and feel troubled by the uncertainties of modern life.

The younger and middle-aged members of Familles Typiques have the basics comfortably covered. While they regularly go to family-friendly movies, pop music concerts and theme parks, their idea of a holiday is a staycation exploring the Quebec countryside using their RVs, ATVs and snowmobiles. Compared to other francophone segments, they are more likely to patronize theme parks, video arcades, zoos and aquariums. They drive compact and subcompact cars, favouring Asian models that cost \$30,000 to \$40,000. To protect their families, they have high rates for owning all kinds of insurance: home, health, disability and life (though the face value rarely tops \$250,000). Familles Typiques members make a somewhat traditional media market. They enjoy TV soaps, standup comedy and sports programs that typically target men, such as mixed martial arts, extreme sports and boxing. This social group enjoys partying and dating and is looking forward to doing so post-COVID. They turn to radio for their big band and dance music fix and to magazines for articles on food, recipes, women's content and parenting. They're only light Internet surfers, typically using their tablets for social networking, watching music videos, comparing products and entering online contests. They tell researchers they don't feel confident using new technology.

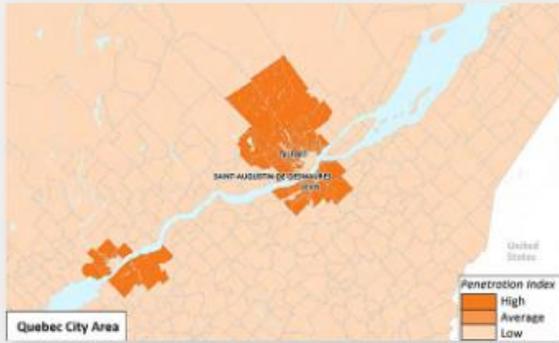
How They Think

The francophone households in Familles Typiques are passionate about Quebec and express little interest in reaching out to cultures beyond their own (*Parochialism*). They tend to be conservative in their social views, believing in traditional gender roles (*Sexism*), making personal sacrifices for their families (*Primacy of the Family*) and believing that immigrants should relinquish their cultural traditions (*Cultural Assimilation*). They tend to trust large institutions, preferring that government take the lead in handling societal issues (*Active Government*) and dismissing small businesses as unable to provide quality goods and services as well as large companies (*Confidence in Big Business*). This faith in established organizations leads them to believe that people should follow society's rules and not question authority figures (*Obedience to Authority*). These midscale families feel optimistic about their personal financial future (*Financial Security*), and feel that it is acceptable to use force to obtain something you really want. These consumers go shopping for the sheer pleasure of it, but they rarely favour one brand over another (*Joy of Consumption, Brand Apathy*).

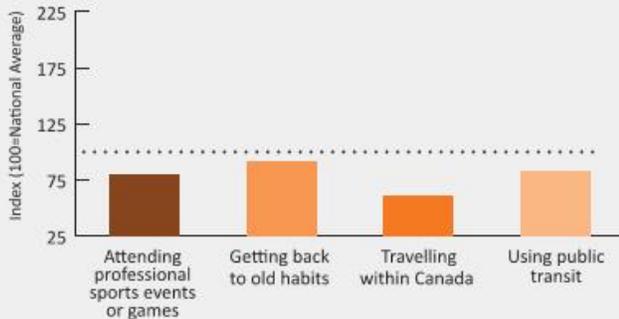


34. FAMILLES TYPIQUES

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

downhill and cross-country skiing
theme parks
pop music concerts
comedy clubs/shows



TRADITIONAL MEDIA

TV family dramas
TV extreme sports
dance music radio
automotive/motorcycle magazines



FOOD/DRINK

frozen and dry-packaged pasta
soft cheese
tomato/vegetable juice
low-fat food from supermarket



AUTOMOTIVE

imported compact SUVs
imported subcompacts
2016-2017 model years
\$15,000-\$29,999 spent on vehicle



MOBILE

discount coupon on mobile phone
read newspaper on tablet
enter contests on mobile phone
shop on tablet



SHOPPING

Simons
Suzy Shier
Jean Coutu
jeans stores



INTERNET

classifieds sites
comparing products while shopping
watch short-form videos online
purchase sports equipment online



FINANCIAL

automatic payments online
RSP loan
health insurance
automobile loan



SOCIAL

publish blog, Tumblr or online journal
review/rate a product or service
Facebook
update status on Facebook monthly



HEALTH

visit an osteopath

ATTITUDES

"What one feels is more important than reason and logic"

"An extramarital affair from time to time is not that serious"

"I would prefer to do work that is exciting but does not pay very well"

"I believe that young people should be taught to obey authority"



37

KEEP ON TRUCKING

Upper-middle-income town homeowners

**T1** TOWN MIX**F1** SCHOOL-AGE FAMILIES**Population:**
181,542
(0.48% of Canada)**Households:**
73,732
(0.49% of Canada)**Average Household Income**
\$114,298**Average Household Net Worth:**
\$371,909**House Tenure:**
Own**Education:**
Mixed**Occupation:**
Blue Collar/
Service Sector**Cultural Diversity Index:**
Low**Sample Social Value:**
*Time Stress***Who They Are**

Keep on Trucking is the most affluent of the town segments, a group of mostly remote communities found across Canada. This segment boasts the second highest concentration of people of aboriginal origin, at about 20 percent, and includes a mix of long-time residents and newcomers drawn to the nearby jobs in resource industries. One in fourteen adults work in mining, oil and gas—the highest rate in the nation—while others hold good-paying blue-collar and service sector jobs. Although nearly half of Keep on Trucking adults haven't gone beyond high school, these younger and middle-aged couples and families generally have upper-middle-class incomes and own older, affordable single-detached houses. But 5 percent of residents live in mobile homes—typically hauled in to accommodate the sudden influx of industrial workers. When they're not on the job, it's hard for Keep on Trucking residents to remain indoors, given all their boats, snowmobiles, ATVs and camping equipment. From their perch in Canada's industrial towns, these busy households express both an *Attraction to Nature* and a *Need for Escape*.

The lifestyle of Keep on Trucking reflects members' unpretentious towns and attitudes. Residents enjoy time-honoured hobbies like crafts, sewing, baking and automotive maintenance. At grocery stores, they fill their carts with above-average amounts of canned meat and cheese crackers, as well as coffee pods, ginger ale and powdered iced tea. Many are DIYers who occupy their weekends with home improvement projects. To relax, they'll pile their families into their midsize minivans or SUVs—most from domestic manufacturers—and head to kid-friendly venues, such as amusement parks and local rec centres. In Keep on Trucking, a night out may mean dinner at a Chinese restaurant, then stopping for ice cream at Dairy Queen or A&W. Media tastes are similarly eclectic, ranging from mixed martial arts and reality programming on TV to traditional country and mainstream rock on the radio. These residents typically ignore newspapers except for community papers, mostly to check the adverts. Although they're relatively low Internet users, they do go online for e-commerce. This is one of the segments where residents have high rates for shopping in-store and online equally for toys, sporting goods and personal care items, however, they feel less safe shopping in-store since COVID-19.

How They Think

The members of Keep on Trucking value establishing deep bonds with their friends and neighbours, often identifying and keep involved with their small-town communities (*Flexible Families, Parochialism*). They believe that anyone can make it if they try hard enough (*American Dream*), however, they may still be concerned about their financial futures (*Financial Concern Regarding the Future*). In attempts to ease the burden of their busy professional and personal lives, Keep on Trucking residents prefer to balance the excitement new experience and modern uncertainties with a logical approach to decision making (*Time Stress, Adaptability to Complexity, Emotional Control*). Considering many are employed in the extraction sector, members of Keep on Trucking are firm in their belief that environmental destruction is somewhat acceptable and inevitable (*Ecological Fatalism*). Marketers can connect with them through messages that appeal to their individuality and desire to set themselves apart from others (*Pursuit of Originality*). However, these consumers prefer functional, practical products and won't be swayed by popular, well-advertised brands (*Brand Apathy*). With their *Technology Anxiety*, they'll likely appreciate businesses who don't push them onto digital platforms.



37. KEEP ON TRUCKING

Where They Live



How They Live



LEISURE

power boating
snowmobiling
rock concerts
casinos



SHOPPING

Mark's
Walmart
craft supply stores
second-hand stores



TRADITIONAL MEDIA

TV documentaries
OLN
traditional and new country radio
community newspapers



INTERNET

discount coupons on tablet
auction sites
use telephone directory online
purchase groceries online



FOOD/DRINK

meat snacks
ginger ale
taco restaurants
bar/pub food



FINANCIAL

high-interest savings accounts
personal overdraft protection
credit unions
donate to Canadian charities



AUTOMOTIVE

large pickup trucks
domestic compact SUVs
camping trailers/
motorhomes/RVs
Buick/Cadillac/Chevrolet/GMC



SOCIAL

Pinterest
Facebook
100-149 network connections
view friends' photos online



MOBILE

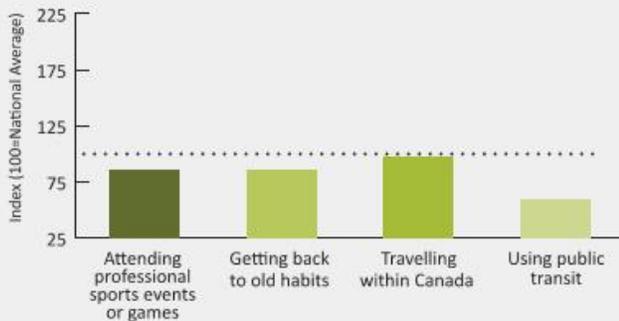
video streaming on tablet
banking on mobile phone
use ad blocking software
mobile game apps



HEALTH

shop at natural health
product stores

Post-Pandemic, Looking Forward To:



ATTITUDES

"It is acceptable that an industrial society such as ours produces a certain level of pollution"

"I have enough trouble taking care of myself without worrying about the needs of the poor"

"It is important to me to regularly get away from all responsibilities and burdens"

"Brands are not important to me at all"

38

STRESSED IN SUBURBIA

Middle-income, younger and middle-aged suburban families



S5 MIDDLE-CLASS
SUBURBIA

F3 MIDDLE-AGE
FAMILIES

Population:
697,726
(1.83% of Canada)

Households:
254,633
(1.69% of Canada)

**Average Household
Income**
\$105,873

**Average Household Net
Worth:**
\$319,195

House Tenure:
Own

Education:
College/High School

Occupation:
Service Sector/
Blue Collar

Cultural Diversity Index:
Low

Sample Social Value:
Racial Fusion

Who They Are

Located in the older suburban neighbourhoods of mostly midsize cities, Stressed in Suburbia offers a portrait of busy, working families in the burbs. Nearly 80 percent of households own their homes, a mix of singles, semis and row houses typically built between 1960 and 2000. An above-average two-thirds are third-plus-generation Canadians. But their streets are hardly homogenous: Households may contain couples, families with children and lone-parent families; maintainers range in age from 25 to 54; and children include toddlers and teenagers. Despite moderate educations that rarely go beyond college, many households enjoy solid midscale incomes thanks to the presence of two wage-earners. Most segment members hold blue-collar or service sector jobs. Given the variety of households in Stressed in Suburbia, top-scoring leisure pursuits range from outdoor sports like cross-country skiing and golf to cultural activities like attending country music concerts and dinner theatres. With their tendency for *Introspection & Empathy*, they seek to understand others in a non-judgmental way, and they score high for donating to cultural, environmental and international organizations.

The midscale incomes of Stressed in Suburbia residents afford them casual suburban lifestyles. This is no place for imported luxury cars, white tablecloth restaurants or European vacations. These middle-brow households are more likely to drive domestic pickups, eat at buffets and drive-throughs, and vacation in the Canadian Rockies, preferably using their camper and are looking forward to these kinds of trips once COVID-19 restrictions lift. Mindful of saving money, they stretch their budget by doing their own home improvements and landscaping. And they're unapologetic about their older homes and the usual clutter engulfing active families: multiple dogs, musical instruments, video game consoles and that ultimate gadget, a wearable smart device. Stressed in Suburbia residents look to media for information and entertainment. They're solid fans of TV sitcoms, DIY shows and sports programs typically geared for young males: martial arts, pro wrestling and poker. Their radios play any kind of music as long as it's rock—classic, mainstream or modern. Many families are too busy to sit down and read a newspaper or magazine. But they will go online to play games, clip coupons or browse social media sites like Facebook, Instagram, Snapchat and Twitter.

How They Think

Stressed in Suburbia residents are all about not playing by the rules (*Rejection of Authority*). When it comes to family, they believe in unconventional family structures and diversity in relationships (*Flexible Families, Racial Fusion*). They are proud Canadians for whom Canada represents the land of opportunity where anyone can achieve success, if they only try hard enough (*National Pride, American Dream*). In trying to achieve their goals, they feel pressure to juggle the demands of work and home, and many express a desire to take a break from their daily responsibilities (*Time Stress, Need for Escape*). One way they do this is by seeking an emotional high, which they may achieve by undertaking dangerous activities (*Penchant for Risks*). And though they strive to organize and control the direction of their lives, they are generally optimistic about their futures (*Personal Control, Personal Optimism*). As consumers, they tend to be thoughtful about the ethical and environmental impact of their product choices (*Ethical Consumerism, Ecological Lifestyle*). They make decisions based on emotions rather than rational thought, and change their opinions easily (*Intuition & Impulse*).



38. STRESSED IN SUBURBIA

Where They Live



How They Live



LEISURE

local arenas/rec centres
crafts
country music concerts
pets



SHOPPING

Joe Fresh
Old Navy
Sport Check
single-serve coffeemakers



TRADITIONAL MEDIA

DIY
Nat Geo Wild
album rock/classic rock radio
Today's Parent



INTERNET

auction sites
stream music on computer
purchase groceries online
purchase tickets to sporting events online



FOOD/DRINK

canned fish/seafood
cheese crackers
flavoured coffee
fast casual restaurants



FINANCIAL

mortgages
personal overdraft protection
online trading RESPs
term life insurance



AUTOMOTIVE

domestic brands
pickup trucks
SUVs
vehicles bought used



SOCIAL

Snapchat
Pinterest
Twitter
read news feed daily on Facebook



MOBILE

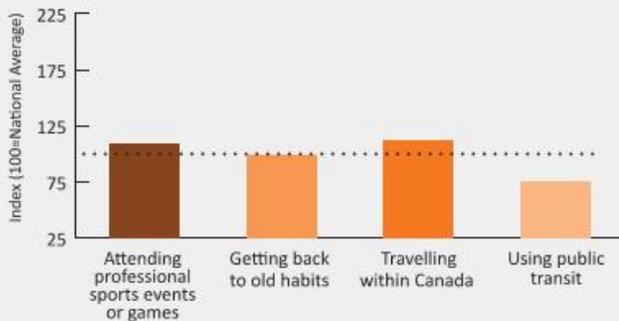
e-book readers
recipe apps
shop online on mobile phone
discount coupons on mobile phone



HEALTH

use gel caps for headache pain relief

Post-Pandemic, Looking Forward To:



ATTITUDES

"It is important to me that people admire the things I own"

"It is important to me to regularly get away from all responsibilities and burdens"

"Generally speaking, I feel that I don't really have any goals in life"

"I would never buy products from a company if I knew that they tested their products on animals"

46

PATRIMOINE RUSTIQUE

Rural, older francophone couples and singles

**R3** RURAL
FRANCOPHONE**M1** OLDER FAMILIES
& EMPTY NESTS**Population:**339,589
(0.89% of Canada)**Households:**153,140
(1.02% of Canada)**Average Household****Income**

\$91,132

Average Household Net**Worth:**

\$341,592

House Tenure:

Own

Education:

Mixed

Occupation:

Mixed

Cultural Diversity Index:

Low

Sample Social Value:*Personal Creativity***Who They Are**

With its roots in rural Quebec, New Brunswick and Ontario, Patrimoine Rustique features a rustic francophone lifestyle. Located in small and often scenic towns like Shawinigan and Bathurst, this segment is home to generally older couples and singles, with more than 90 percent of the population third-plus-generation Canadians. Over 60 percent of maintainers are over 55, and nearly three-quarters of households consist of one or two people. In this working-class world, those still in the labour force earn average incomes from jobs in various industries, including manufacturing, construction, transportation and the trades. Most Patrimoine Rustique residents live in single-detached houses built before 1980—dwelling values are half the national average—and drive older compacts, subcompacts and SUVs. And they typically spend their time outdoors, hiking, cycling and cross-country skiing. With few local cultural and entertainment options, many adults enjoy activities they can do at home, such as woodworking and doing puzzles and games. Their shopping lists often include cheese, baguettes, frozen pizzas and plenty of French and Italian wine. In their bucolic settings, they embrace the *Ecological Lifestyle*, elevating their environmental concerns through their purchasing power.

The Patrimoine Rustique lifestyle reflects the rustic surroundings and members' francophone heritage. Like other rural residents, they enjoy activities like snowmobiling, boating and fishing. Like other francophones, they have high rates for going to theatres, outdoor stages and craft shows; bingo halls, lottery tickets and charity raffles are also popular. But the members of Patrimoine Rustique also make their own entertainment and are more likely than other francophones to own exercise equipment, camping trailers and ATVs. Given all their outdoor pursuits, it's not surprising they've recently built or renovated their garage. While they have their favourite corner stores, they also patronize popular Quebec chains, buying apparel from Reitman's, tools from Rona and Réno-Dépôt, and medications and cosmetics from Jean Coutu. They may be more open to online shopping than prior to the pandemic. These older households make a strong market for traditional media: soaps and dramas on TV, new and traditional country music on the radio. They also like to read community newspapers and magazines that cover fashion, home décor and travel. But they ignore a lot of online media, only occasionally picking up their tablets to access news or send text messages. They may use social media less than before COVID-19 and generally don't trust information shared across these platforms.

How They Think

The older members of Patrimoine Rustique recognize the importance of doing meaningful work as well as setting aside time to relax outdoors (*Fulfillment Through Work, Attraction to Nature*). They seek to interact with others in an authentic, enthusiastic way (*Personal Expression, Vitality*), are guided less by reason and logic than by their emotions, and try to experience something new each day (*Pursuit of Intensity*). Many hold traditional values, putting the needs of others before their own and supporting conventional gender roles (*Duty, Sexism*). Although these francophones consider themselves to be citizens of the world (*Global Consciousness*), they believe that immigrants should set aside their traditions (*Cultural Assimilation*). In their own *Search for Roots* they often vacation in Quebec and New Brunswick as a way to reconnect with their cultural traditions. In the marketplace, they get enjoyment from making purchases (*Joy of Consumption*), especially from companies whose value's align with their own, or tell a compelling story. They may disregard brand names (*Brand Apathy*), basing their consumer decisions on whether the company behind a product is a good corporate citizen (*Ethical Consumerism*).

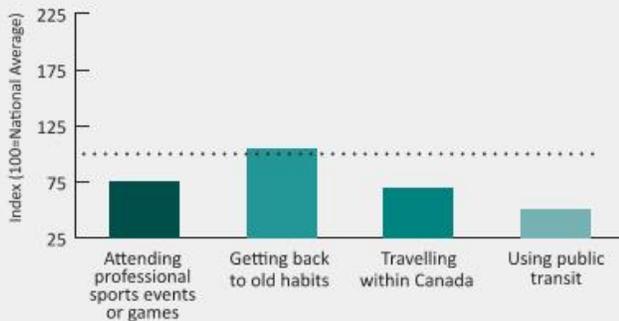


46. PATRIMOINE RUSTIQUE

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

ATV/snowmobiling
power boating/jet skiing
dinner theatres
bingo



SHOPPING

Reitman's
Rona
IGA
gas station convenience stores



TRADITIONAL MEDIA

TV soaps/serial dramas
Formula 1 racing
traditional country radio
Bel Âge



INTERNET

classifieds sites
enter online contests
food/recipes content
streaming music



FOOD/DRINK

mild cheddar cheese
baguettes
French wine
tomato/vegetable juice



FINANCIAL

RRIFs
auto loans
long-term care insurance
will/estate planning



AUTOMOTIVE

Imported compacts
compact SUVs
two vehicles
\$15,000-\$29,999 spent on vehicle



SOCIAL

Facebook
Pinterest
use social media to stay connected with family
share YouTube videos



MOBILE

access news on tablet
web browsing on mobile phone
picture/video messaging on tablet
collect loyalty points on tablet



HEALTH

take sleeping tablets



ATTITUDES

"It's important to be thoroughly familiar with what I think of as my region, its history, its customs and its traditions"

"I like people who act like everyone else, without trying to stand out"

"Life in the country is much more satisfying than in the city"

"I am prepared to pay more for brands, products and services that are truly authentic and based on traditional knowledge and skills"

52

FRIENDS & ROOMIES

Young, diverse lower-middle-income city dwellers



U5 YOUNGER
URBAN MIX

Y2 YOUNGER
SINGLES
& COUPLES

Population:
692,628
(1.82% of Canada)

Households:
349,766
(2.33% of Canada)

**Average Household
Income**
\$70,319

**Average Household Net
Worth:**
\$204,072

House Tenure:
Rent

Education:
University/High School

Occupation:
Service Sector/
White Collar

Cultural Diversity Index:
High

Sample Social Value:
*Introspection
& Empathy*

Who They Are

One of the largest segments, Friends & Roomies attracts mostly young singles and single-parent families to neighbourhoods in cities like Calgary, Edmonton, Winnipeg and Victoria. More than a third of maintainers are younger than 35, more than half under 44. A majority of the households contain single, divorced or separated individuals. With mixed educational achievement—from high school to university degrees—members hold a variety of predominantly service sector and white-collar jobs. Incomes are below average, and over three-quarters are renters, mostly in low-rise units. In this transitional segment, more than 60 percent of Friends & Roomies households moved in the past five years. Today, nearly 40 percent of the population are first-generation Canadians, typically black, Filipino and South Asian immigrants who identify as visible minorities. These young people are able to turn modest incomes into active social lives, enjoying bars, nightclubs and community theatres at high rates. And many like to shop—especially online—for video games, movies and music. In their diverse neighbourhoods, they enjoy *Culture Sampling*, incorporating the cultural influences of other groups into their lives.

The residents of Friends & Roomies find their entertainment on their streets and social media networks. Young and looking for romance, they frequent dance clubs, health clubs, art galleries and sporting events and play team sports, such as soccer, hockey and curling. In weekly grocery runs, they shop less for traditional meals than after-work grazing, picking up meat snacks, pretzels and chocolate granola bars. They prefer to grab meals on the run instead, patronizing Starbucks and Second Cup, as well as Burger King and Wendy's. In the marketplace, they have their favourite brands—clothes from Joe Fresh and the Gap, books from Chapters/Indigo—and they shop both in-store and online using their mobile phones and computers. They also turn to their phones to access news, listen to music and podcasts, play games and stream movies and TV shows. Fluent in social media, they have high rates for using Instagram, Snapchat, Reddit and dating platforms. They've long ago cut the cord on cable TV and landline phones, but out-of-home digital screens in convenience stores, transit shelters and pubs can still catch their eye. Since the COVID-19 pandemic reduced social gathering and interactions, this segment has shown a significant increase in social media consumption.

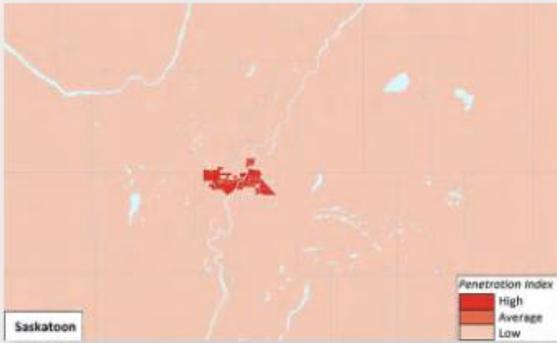
How They Think

The members of Friends & Roomies are liberal, tech-savvy and comfortable in their urban scene. They tend to be tolerant of non-traditional families (*Flexible Families*), think young people should have the same freedom as adults (*Equal Relationship with Youth*) and are open-minded about romantic relationships (*Sexual Permissiveness*). Living in diverse communities, they believe ethnic groups should retain their traditions rather than assimilate into the dominant culture (*Multiculturalism*), and they accept diversity within families (*Racial Fusion*). These independent young adults question authority and the need to play by the rules, indulge in risk-taking to get ahead and consider violence as simply a fact of life (*Rejection of Authority, Penchant for Risk, Acceptance of Violence*). With many feeling like they never have enough time to get everything done each day (*Time Stress*), they express a *Need for Escape* from their daily routines. But overall they're confident in their ability to handle the complexities of modern life (*Adaptability to Complexity*). They do their research to make sure the products they're considering are worthwhile, especially those in their areas of particular interest (*Discriminating Consumerism, Consumptivity*).



52. FRIENDS & ROOMIES

Where They Live



How They Live



LEISURE

nightclubs/bars
art galleries/IMAX
movies/science centres
adventure sports
pro basketball



SHOPPING

Joe Fresh
London Drugs
Chapters/Indigo
second-hand stores



TRADITIONAL MEDIA

TV sci-fi/fantasy dramas
Comedy Network
classic hits radio
newspaper arts and
entertainment sections



INTERNET

use food delivery services
streaming videos online
play online games on computer
purchase music online



FOOD/DRINK

chocolate granola bars
fruit drinks
Starbucks
Chinese restaurants



FINANCIAL

mobile/e-payment for purchases
condo insurance
spend less than \$100 on credit
cards/month
donate to cultural groups



AUTOMOTIVE

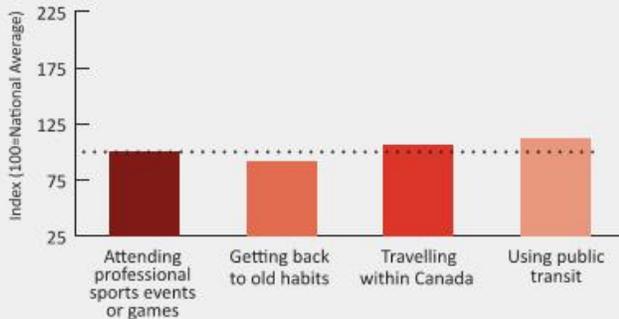
one car
under \$15,000 spent on vehicle
Toyota
2017-2019 model years



SOCIAL

Reddit
Instagram
Snapchat
Twitter

Post-Pandemic, Looking Forward To:



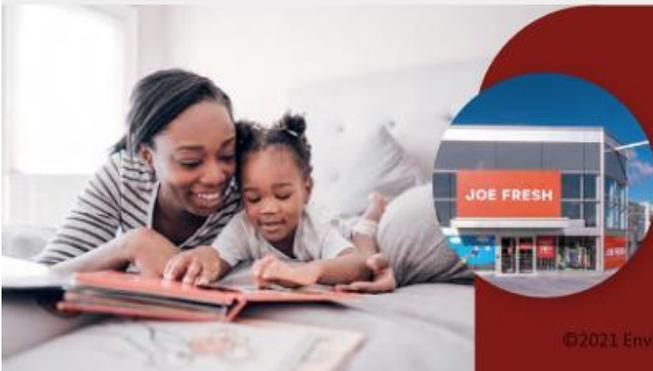
MOBILE

listen to radio/podcasts on mobile phone
watch TV on mobile phone
banking/finance apps
research products and services on mobile phone



HEALTH

use herbal garlic supplements



ATTITUDES

"Young people should be taught to question authority"

"From time to time, I like to do things that are dangerous or forbidden, just for the sake of the risk and sensation"

"I often buy things just because they are beautiful, whether or not they are practical"

"Teenagers should have the same freedoms as adults"

53

SILVER FLATS

Mature suburban singles and couples



S6 OLDER
SUBURBAN

M2 MATURE
SINGLES
& COUPLES

Population:
205,720
(0.54% of Canada)

Households:
122,188
(0.81% of Canada)

**Average Household
Income**
\$61,400

**Average Household Net
Worth:**
\$255,418

House Tenure:
Rent & Own

Education:
Mixed

Occupation:
Service Sector/
White Collar

Cultural Diversity Index:
Low

Sample Social Value:
Utilitarian Consumerism

Who They Are

Silver Flats is the oldest segment, a collection of suburban neighbourhoods found mostly around large and midsize cities. Home to a mix of third- and second-generation Canadians, nearly half the maintainer population is over 65 years old and two-thirds are retired. No segment has a greater concentration of widows and widowers: 15 percent, or three times the national average. While incomes are downscale, many Silver Flats households are financially sound thanks to modest pensions, government transfers and tidy nest eggs. In their apartments and condos, they enjoy quiet hobbies like reading books, bird-watching, knitting, making crafts and collecting coins and stamps. They can afford to go to sporting events to watch professional baseball, football and golf. And many like to keep fit, taking fitness classes, rowing and fitness walking. With their advancing age, many Silver Flats members make an *Effort Toward Health* so they can enjoy their retirement years. They also score high for the value *Propriety*, reflected in their courteous and respectful attitude towards others.

Despite its older adults and aging neighbourhoods, Silver Flats boasts wide-ranging and sometimes contrary behaviours and preferences. Residents buy clothes at both Joe Fresh and Value Village. Popular leisure pursuits include visiting city gardens and playing bingo as well as motorcycling, hunting and going to the ballet. Service minded, they volunteer their help on social issues and donate to charities. But cash flow can be a concern, so these households shop at discount grocery stores and try to supplement their income at casinos. Unable to afford pricey cultural events, they turn to television for entertainment, with high rates for watching soaps, talk shows, crime dramas and sports like golf and figure skating. They're fans of radio, enjoying everything from big band and oldies to new country and adult contemporary music. And they like to pore over newspapers, reading them from cover to cover in their easy chairs, along with magazines featuring gardening and entertainment. Admitting that "technology intimidates me," they're only moderate Internet surfers, using their computers to download coupons and access home décor- and health-related content. Since the COVID-19 pandemic reduced social gathering and interactions, this segment has shown a significant increase in magazine consumption.

How They Think

The residents of Silver Flats are a determined group, setting difficult goals and drawing on their reason and logic to achieve them (*Personal Challenge, Emotional Control*). Traditional in their outlook, they're strong on *Religiosity* and weak on *Sexual Permissiveness*. They believe in putting the needs of others first and working hard to get ahead (*Duty, Work Ethic*). Although they tend to be strict about following society's rules and obeying authority figures, they try to adopt a non-judgmental attitude in dealing with others (*Obedience to Authority, Introspection & Empathy*). As second- and third-generation Canadians, they have a strong sense of *National Pride* though they're also interested in what other cultures have to offer (*Multiculturalism*). To Silver Flats residents, defending the environment is less important than creating jobs and growing the economy, and they're not willing to pay more for environmentally friendly products (*low on Ecological Concern*). With their *Financial Concern Regarding the Future*, they choose products for their value and functionality, not their aesthetics or novelty (*Importance of Price, Utilitarian Consumerism*).

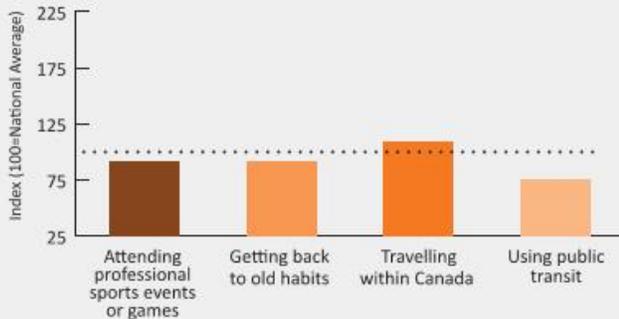


53. SILVER FLATS

Where They Live



Post-Pandemic, Looking Forward To:



How They Live



LEISURE

fitness walking
rowing
community theatres
casinos



SHOPPING

Joe Fresh
Shoppers Drug Mart
second-hand stores
discount grocery stores



TRADITIONAL MEDIA

CTV News Channel
TV figure skating
country radio
newspaper editorials



INTERNET

health sites
read food recipes on computer
purchase groceries online
use telephone directory online



FOOD/DRINK

processed cheese
fruit drinks
grocery store take-out
breakfast style restaurants



FINANCIAL

savings accounts
personal property insurance
GICs
donate to Canadian charities



AUTOMOTIVE

domestic intermediate cars
Dodge
one car
auto clubs



SOCIAL

play games with others online
almost daily
Facebook
share a blog post or article
on Twitter
dating platforms



MOBILE

use camera on mobile phone
auction site on tablet
read e-books on tablet
access health content on tablet



HEALTH

received seasonal flu shot in last year

ATTITUDES

"Young people should be taught to obey authority"

"It is important that the country should hold a strong position in the world"

"Looking at my finances in the coming years, I think they will get worse"

"I have my favourite brand and I normally stick to it"

Appendix F

**Vision And Transformation Fund for
New Ministry & Mission and/or Visioning the Future**

1. Name and contact information of primary applicant and alternate

Primary applicant: Rev. Jennifer Power Ministry Personnel
and Kelvin Stanke Council representative
office@brituc.ca

Church: Britannia United
Contact Info: 613-828-6018
minister@brituc.ca

Information for disbursement of funds to successful applicants
Official Name of the community of faith: Britannia United Church
Official Mailing Address: 985 Pinecrest Rd. Ottawa, ON, K2B 6B4
Official Contact: Rev. Jennifer Power and Kelvin Stanke

A brief description of the community of faith. Having just celebrated 150 years of ministry, Britannia United Church is located in the West End of Ottawa in a rapidly changing neighborhood. Known as a “a city church that has a small community vibe”, BUC has a longstanding reputation for being a warm, welcoming congregation with open minds and open hearts and have most recently become an official Affirming Ministry. The congregation is very aware of the evolving demographics of the neighborhood and of society in general and seeks to be engaged in meaningful ways. A number of members and adherents of BUC and many neighbors in the community have been experiencing significant economic and social challenges including food insecurity, fixed or limited income and an increase in mental illness, loneliness and isolation. While many members no longer travel on Summer weekends and continue to worship on Sunday mornings, we have been wondering and discerning different ways of being church in the community. At our May 7th Council meeting, we decided to begin a pilot project with the name “WOW” (Worship on Wednesday) from July 3, 2024 to August 28, 2024.

1. A statement of the project goals and objectives

Our vision is community outreach and meaningful connection. Deep Spirituality, Bold Discipleship and Daring Justice!

WOW has the congregation shifting from Sunday morning ministry to Wednesday evening ministry for the months of July and August.

With the support of 1 constant 3rd year university student volunteer, weekly volunteers and staff, a simple meal will be prepared and provided to anyone arriving between 6 – 6:45 PM. Anyone wanting to nurture their spirit following the meal will be invited and welcome (but not obligated) to stay for worship which will begin at 7:00 PM.

2. An outline identifying the community need and provide any letters of support (Please note: No letters of support are required for a visioning process application) While we do not have letters of support to provide to the Vision and Transformation Team, we can tell you that the “Cooking Connections” ministry for seniors begun at BUC last October has been very successful in it’s attempt to provide meals and community connection to many seniors from the wider community and from our community of faith. Based on this success and the enthusiasm of our volunteers, we believe that WOW will feed folks in body and spirit.

3. The amount requested and duration of financial support \$1000 For 8 week Pilot Project. Depending on evaluation of this project, we will consider asking for additional funds for Summer 2025 to include an honorarium for 2 coordinators.

4. A budget supporting the requested amount and name any other funding sources

- Estimated grocery bill between locally sourced produce and dry goods from food whole saler = \$200 / week x 8 weeks = \$1600.
- Food Handler Certification \$100 / person x 3 people = \$300
- Promotion for both meal and worship time change in community = \$250
- Total estimated cost: \$2150.

5. A description of the evaluation process

- Detailed statistics will be kept tracking number of individuals fed each week and food expenses.
- Pastoral Care team will circulate to both connect with participants and receive feedback.
- Weekly meal volunteer notes will be shared with coordinating volunteers on Thursday for timely feedback on what is working and what may need to be done differently.
- A gathering of all volunteers will be held in September to both honor their service and to receive feedback to help inform the Council's decision on whether or not to offer part 2 in Summer 2025.

6. A brief description outlining the ability of the Community of Faith to initiate and implement the Project or Visioning Process, and any previous programs that have been implemented, if applicable.

Briefly explained above, the Cooking Connections ministry with seniors has been a wonderful addition to BUC's ministry, providing opportunity for seniors to connect with each other and make food to share and take home in a safe environment. This project has been supported by a variety of volunteers and staff and a celebrated success. With respect to WOW, a member who is in 3rd year university and wishing to accumulate volunteer hours while supporting a meaningful project, has stepped up to coordinate food, volunteers and advertising and a number of families and individuals have already indicated that they will be signing up to volunteer on individual weeks. While some congregations are choosing to close for a month in the summer, the folks of Britannia United Church have good energy and commitment to this shift.

Please ensure:

- Your application is complete and does not exceed two pages using no less than a 12pt font. Attachments such as letters of support for your application are not included